



P A D C O

QUARTERLY PROGRAM REPORT APRIL-JUNE 2003

**NORTHEAST BOSNIA
LOCAL GOVERNMENT SUPPORT ACTIVITY
CONTRACT NO. 168-C-02-00-115-00**

PREPARED FOR
**MARC ELLINGSTAD
LGSA COGNIZANT TECHNICAL OFFICER
USAID/SARAJEVO/DEMOCRACY & GOVERNANCE OFFICE**

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JULY 25, 2003

PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL

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¹ As required by Contract No. 168-C-02-00-115-00, Section C, "G.b. Reports."

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List of Acronyms

BC	Business Coordinator
BREDA	Birac Regional Economic Development Agency
BLERDA	Banja Luka Economic Regional Development Agency
CIC	Citizen Information Center
COP	Chief of Party
CTO	Cognizant Technical Officer
DON	Demokratija Organizovanje Napredak (NGO Democracy Organization Progress)
EDA	Enterprise Development Agency
EU QIF	European Union Quick Impact Fund
EU RED	European Union Regional Economic Development
FY	Fiscal Year
HoD	Head of Department
IOCC	International Orthodox Christian Church
IT	Information Technology
LDA	Local Democracy Agency
LDA	Local Development Agency
LED	Local Economic Development
LGID	Local Government Initiative and Development
LGSA	Local Government Support Activity
LWF	Lutheran World Federation
MC	Municipal Coordinator
MDPC	Municipal Development Planning Committee
MIFI	Municipal Infrastructure Finance and Implementation
NDI	National Democratic Institute
NGO	Nongovernmental Organization
NSU	National Support Unit (new name: Itineris)
NWRDA	North West Regional Development Agency
OHR	Office of the High Representative
OSCE	Organization for Security and Cooperation in Europe
OSI	Open Society Institute
OSS	One-Stop Shop
PI	Public Information
PPP	Public-Private Partnership
Q&A	Questions and Answers
RIF	Reduction In Force
RRTF	Reconstruction and Return Task Force
SEED	South East Enterprise Development
SWOT	Strengths Weaknesses Opportunities Threats
TALDI	Tuzla Agency for Local Development Initiatives
VNG	Association of Netherlands Municipalities
WG	Working Group

Section I

Project Profile

On 30 September 2002, the United States Agency for International Development (USAID) officially awarded PADCO, Inc. the Local Government Support Activity (LGSA) program in Northeastern Bosnia and Herzegovina for a total of \$6 million over a period of three years. This program includes, but is not limited to, providing technical assistance in areas that will allow for increasing administrative process efficiency, promoting public-private partnerships (PPPs) and citizen participation, and improving municipal financial management. Its seven objectives are:

- 1.1 Improve process efficiency (reduced waiting times, enhanced input/output ratios, improved quality control)
- 1.2 Improve the business environment by rationalizing the permit process, making local governments more business-friendly, and encouraging small business migration from the gray market to the legal economy
- 1.3 Promote entrepreneurial local governments, including private-public partnerships, through contracting out municipal services where practicable
- 1.4 Raise levels of transparency, information flow within local government offices and to clients
- 1.5 Empower local governments through expanding their control over revenues and expenditures by providing technical assistance in fiscal management
2. Improve professional development and information dissemination functions of selected local governments as a group
3. Provide direct city management advice to the Brcko District and assist its administration in implementing effective and efficient public administration systems

The project is designed to build on the results achieved by DAI/PADCO under the Brcko District Management Team program (1999-2002) through continued assistance to the Brcko District, while strategically replicating the “Brcko Experience” in other participating selected municipalities in Northeastern Bosnia and Herzegovina.

By December 2002, both selection and diagnostic processes were completed and, after various discussions with USAID, the final five municipalities to be included in the project, in addition to Brcko District, were selected as follows: Srebrenik in Canton 3 of the Federation; Odzak in Canton 2 of the Federation; and Samac, Derventa, and Zvornik in the Republic of Srpska (RS). Also, in January 2003, an amendment to the original contract including additional funding was approved by USAID in order to include Prijedor in the LGSA.



Municipal Profiles

About Brcko District

Because of Brcko's critical importance, the matter of who would control the region could not be decided at Dayton. Facing stalemate, the warring parties agreed to place Brcko under international control pending the final determination of an international arbitral panel. After several delays, a decision was finally issued on March 5, 1999, creating a shared "special district" or "condominium" under enhanced international supervision. On March 8, 2000, the Brcko's three ethnically based municipalities and communist-era network of state-run "agencies" (more than 3,000 employees) were dissolved in favor of a single multi-ethnic administration headed by a temporary 29-member advisory assembly. From 1999 to 2002, the District Management Team (DMT), a project funded by USAID, worked directly with the Brcko District administration to (1) oversee the daily operations of the newly created District, and (2) implement reforms under a professional manager/civil service model of local government. Significant progress has been made to date, and it is the intention of the new LGSA project to continue and further improve the Brcko District administration through shadow management of the various departments' functions and activities.

About Samac

Although the municipality has limited financial and human resources, the LGSA diagnostic team felt that it would provide a good environment for implementing the program. Some team members felt that the municipality should be selected to be a LGSA municipality because it needs help and because it needs it more than other places. They felt that the LGSA program could have a significant impact on Samac. Others expressed concern that there is no strong tradition of or commitment to the municipality playing a role beyond that recognized by the law or to expanding citizen or business involvement in local government decision making. It will take a good deal of effort to convince the municipality to adopt a more proactive approach and to change the attitudes of local municipal officials and staff. At the same time, the mayor and the president of the Assembly seem open to making changes and between them have the political authority and technical interest to move ahead with the LGSA program.

About Derventa

It is felt that LGSA could have a huge impact in Derventa, the "second Vukovar." The municipality has made great progress under the current mayor's leadership. The LGSA could provide him with opportunities to advance his agenda in a more inclusive way, enabling him to use his office and its authority not only to his personal political advantage but also to the benefit of the community, e.g., improved government performance in key areas of administration, service delivery, and community outreach. There are extremely capable and dynamic entrepreneurs and Civil Society Organizations (CSOs) who can articulate and promote citizen interests. The LGSA could provide the opportunity and/or political cover to leaders in each sector—government, business, and civil society—to engage in cooperative behavior. All of the informants made it clear that there were no "bad guys" in the current municipal administration. There were simply no incentives for them to behave otherwise. LGSA could potentially provide these incentives.

About Srebrenik

The municipality of Srebrenik shows strong willingness to learn and improve. Programs and projects are already being implemented in Srebrenik at this time, but most will be closing down by March and/or April 2003. As such, the LGSA program can serve as a follow-up and follow-on project to ensure that these programs were not in vain. For each of the previous international technical assistance projects conducted in Srebrenik, the Mayor served on the boards that oversaw



these programs. The Mayor takes these programs seriously and personally ensures that the administration puts maximum efforts into reaching the expected goals.

About Zvornik

It was painfully obvious that, although the Mayor was trying her best and would certainly be open to suggestions and ideas as to service delivery improvement, she has inherited a very difficult situation and does not have the time, or even the desire, to deal with other issues included in the LGSA program. She finds herself on very shaky grounds politically, and it is very doubtful whether the LGSA project would have the kind of support needed to achieve quick-impact, let alone longer-term, results.

About Odzak

Odzak municipality shows strong evidence of having set the foundation for further improvements in process efficiency. Both the Mayor and the President of the Council are eager to implement new ideas and learn from other municipalities' best practices. They both have the authority to implement LGSA objectives, and the will to cooperate and learn. They have shown initiative by visiting other municipalities, such as Brcko and Gradacac, and trying to adapt what they have learned from those municipalities and from seminars they attended. Odzak would greatly benefit from the project, as it has the capacity to move forward, the willingness to change the staff's attitude to a more customer-friendly environment, greater citizen participation, and ability to disseminate information to reach a greater level of transparency and accountability.

About Prijedor

During PADCO's on-site assessment, PADCO determined that it would be possible to implement the LGSA program there. However, PADCO also realized that to do so it would have to overcome two major challenges: ethno-political conflict permeating the municipality's administration and the municipal government's low level of perceived credibility among the population. When interviewed, legislative and executive representatives expressed significantly different visions for Prijedor's future development. While some officials were content with taking incremental steps, other prominent individuals were willing to speak of the need to make significant reforms. On the civil society side, a great number of nongovernmental organizations (NGOs) operate in Prijedor, but the municipality has shown interest and a commitment to working with only two of them. An Association of Private Entrepreneurs, which claims to have more than 1,700 members and to represent 500 local businesses, operates in Prijedor. This association, however, lacks strong leadership, vision, and the internal capacity to operate effectively. There is no doubt that the presence of LGSA is much needed in Prijedor. However, due to the large number of projects already undertaken by various organizations, one of its most important tasks is to play the role of coordinator and mediator among all the organizations present, to avoid duplication and overlapping, and between these organizations and the municipal government, since LGSA representatives are the only ones to work in direct contact and on a daily basis with the Mayor and her staff.

Section II

Overview of Quarterly Activities

The LGSA first-year work plan was approved in April by USAID with minor changes: (1) it was agreed that the only step to be completed by end of Year 1 for Objective 1.3, Activity 1, “Strategic Planning for Local Economic Development” is the introductory workshop to train municipal working groups on how to conduct a business and economic scan; and (2) all activities in Objective 2 are to start in Year 2 of the LGSA project, except for the Activity 1, “Establish Local Government Network” workshop. The Prijedor first-year work plan was finalized and approved by USAID as well.

LGID’s first task order was received and finalized. LGID’s consultants, Daniel Serban and Claudia Pamfil, arrived on 13 June and started their preliminary fact-finding activities in the field. They are scheduled to leave on 29 June, and return on 7 July—the detailed MAPs with the schedule of the activities to be completed in each municipality by the end of September 2003 are included in Annex I.

Mr. Peter Welch, PADCO’s short-term process engineer, arrived on 20 May and is scheduled to stay in country until 12 July 2003. His main task is to assist the municipalities in preparing detailed process maps of all procedures related to the documents to be included in the one-stop shops (OSSs). Mr. Welch focused mainly on Zvornik, Derventa, and Odzak, while DELUSA continued with Samac and Srebrenik.

OSS construction cost estimates were finalized by all municipalities (except Srebrenik whose OSS construction is funded by Soros), evaluated and packaged by LGSA, and approved by USAID. LGSA contribution for OSS construction is not to exceed 40,000KM per municipality. Tender documents were prepared and advertised in all four municipalities.

NSU/Itineris and LGSA IT Specialist Zlatan Sarkanovic prepared the specifications needed for the invitation bidding process to be undertaken for the purchase of equipment related to the computerization of OSS and budget and finance offices in each municipality. The bidding process was completed and the package prepared for USAID’s approval by the end of June.

DELUSA continued its activities related to OSS (Objective 1.1, Activity 1), Reorganization (Objective 1.1, Activity 2), Business Coordination Function (Objective 1.2, Activity 2), and PPP (Objective 1.3, Activity 2). The detailed MAPs with the schedule of the activities to be completed in each municipality by the end of September 2003 are attached as Annex II. DELUSA’s activities progress report table is also attached as Annex III.

Mr. Owen Goldfarb, LGSA Budget and Finance Specialist, arrived on 2 May and started his activities in the field by first meeting with all municipal coordinators in order to gather information and gain a thorough understanding of the situation as related to local budget and finance. Mr. Goldfarb is now fully involved in the activities of the budget and finance departments in each municipality.



The next three months

- Complete process engineering for one-stop shop in all municipalities
- Purchase equipment; NSU/Itineris to install DocuNova/DataNova and start installation of FiNova
- Start series of public participation events related to the budget process
- Complete first stage of activities necessary for opening of OSS/CIC
- Complete preparation of and administer municipal survey
- Start general customer service orientation training
- Complete Local Economic Development (LED) situation assessment in each municipality and prepare for LED workshop
- Prepare LGSA Second-Year Work Plan

Section III

Activities by Municipality under Each Objective

Objective 1.1: Improve process efficiency (reduced waiting times, enhanced input/output ratios, improved quality control)

Activity 1: One-Stop Shops

All municipal working groups participated in the Process Engineering workshop held on 22 April in Brcko.



Subsequently, process mapping for all procedures to be included in OSS started in all municipalities, and was near completion by the end of June; Peter Welch's reports are included in Annex IV.

In Samac, Odzak, Zvornik, Derventa, and Srebrenik, the next phase includes in parallel: (1) construction of the OSS; (2) computerization (hardware and software installation); (3) organization of data-entering activities for creation of necessary database; (4) internal organization of one-stop shop, including number of windows and staff according to newly revised processes and procedures; and (5) holding of various training sessions for one-stop shop staff and departmental staff, including customer service orientation training, basic computer training, and software application training.

The bids received both in Samac (on 27 June) and Derventa (30 June) were opened and companies selected for execution of the work. July will see the opening of the bids and selection of the companies for construction of the OSS in Zvornik and Odzak, and the beginning of OSS construction work in all four municipalities.

In Prijedor, LGSA continued to confer regularly with key actors on business permits (SEED, NSU); to work hands-on with the working group and, individually, on process engineering for the twelve business permit processes; and to work hands-on with the Mayor and architect for approvals on space requirements and physical design. A general agreement was reached to open business permitting segment by the end of July, locating a "business clients" section in the second cockpit of CIC; and for requested "back office" space to be available with design, USAID approval, and completion of construction by the end of August. Once in country, Mr. Dean Fu, LGSA process engineer, is scheduled to spend some time in Prijedor to facilitate the remainder of process engineering, which should permit opening of full OSS by the end September.



Activity 2: Reorganization of Administrative Structure and Rationalization of Workforce

Although a certain level of departmental reorganization will undoubtedly take place to accommodate OSS staff requirements, which can then be expanded following the completion of process engineering activities, there is no doubt that the workforce rationalization side of the exercise will be met, and is already being met, with reluctance, if not outright opposition, due to its political, social, and economic sensitivity.

Odzak

New Systematization draft was reconsidered by political party clubs and will be discussed at the upcoming session of the Municipal Council on 8 July 03. Eagerly anticipated, especially by long-serving, really professional staff, the rationalization effort seems to be disappointingly symbolic in the end (as could be expected). If possible, PADCO is to urge that at least one competent lawyer be foreseen in the new systematization, as not having a lawyer is one key weakness of this municipality's administration at the moment.

Derventa

Following the advice of DELUSA experts, the working group prepared a catalog of all processes in Derventa Municipality, much like the one in Srebrenik that was used as an example. Future activities of this working group will include preparation of flow charts for each process from this catalog, e.g., process map. At the request of DELUSA, a list of all employees and their qualifications, including training needs, was prepared and delivered.

Srebrenik

The MC's impression from contacts with the members of the working group is that there is no serious intention to change the current organization (except for the one-stop shop) in spite of their awareness of the problem. None of the municipal authorities seems ready to take responsibility for the reorganization and rationalization of the workforce. Municipal employees involved in working groups tend to "hide" behind the explanation that there is an existing document called "Systematization Plan," adopted by the Municipal Council, and that the current "organigram" is in accordance with this document. The number of employees is in accordance with the existing legislation, but the qualification structure is far from satisfactory. The municipal representatives do not have a clear idea of how to solve this problem. In 2001, they fired two employees who were not qualified for positions they held, but these employees filed an appeal to the local court. The procedure is not over as of yet; however, municipal authorities believe that they will most likely be forced to bring them back to work.

Zvornik

It is considered that this activity will bring significant savings to the budget due to the expected decrease in personnel. According to RS official numbers, Zvornik should have 66 employees, instead of the current 125, to serve its population of 47,825. However, municipal officials disagree and believe the number of inhabitants to be closer to 70,000. Consequently, they estimate that approximately 80 employees are needed in the administration.

Samac

This WG composed of HoDs and the Mayor has not shown interest in participating in creation of process maps, catalog of processes, list of employees, and other charts and



diagrams requested by DELUSA. They believe this task to be meaningless and passed all the responsibility to the members of other WGs (OSS WG) and officers and clerks from other departments. Even this transfer of responsibility is often done with a lot of delays.

Prijedor

The current priority of the working group on rationalization and public administration reform is to advance the rule of law in addressing property and other issues. The Mayor is proceeding with baseline studies of departments, staffing, and qualifications, which she will use as the basis for compliance with RS requirements for further reductions. However, in consultations with OSCE, LGSA got the impression that there will be no great push toward workforce reduction due to its political sensitivity.

Objective 1.2: Improve the business environment by rationalizing the permit process, making local governments more business-friendly, and encouraging small business migration from the gray market to the legal economy

Activity 2: LED/Business Coordination Function

Although this activity was not given high priority, Business Coordinators were appointed in each LGSA municipality. Various meetings have already taken place with representatives of the local business communities to identify obstacles and to agree on the course of action to be adopted to eliminate, or at least minimize, those obstacles when within municipal jurisdiction. There is evidence that the relationships between municipalities and business communities are slowly improving, although much remains to be done.

The taskforce created for the purpose of this activity will also be involved in the strategic planning for LED activity, starting with a workshop to be held by the end of September 2003. It was therefore important for Business Coordinators and business communities in all LGSA municipalities to have initiated a dialogue and developed a better relationship before then.

Objective 1.3: Promote entrepreneurial local governments, including private-public partnerships, through contracting out municipal services where practicable

Activity 1: Strategic Planning for LED

It was agreed between the LGSA COP and the USAID CTO that the development of this activity will occur mainly in Year 2 of the project, with only the introductory workshop to train municipalities on how to conduct a business and economic scan to take place in Year 1.

LGID Consultant Zdravko Miovcic, who will be responsible for the above-mentioned workshop, is also expected to conduct an assessment of the LED situation in each municipality during the months of July and August. This assessment will mainly serve to reach a better understanding in terms of (1) availability of LED structures and linkages, (2) needs for capacity building, (3) technical assistance needs, and (4) other donors' activities in the area of LED.

All LGSA municipalities, except Srebrenik, are members of the economic development association in their respective region. Samac, Odzak, and Derventa joined BLERDA, which has yet to start any kind of activity in any of its member municipalities. Zvornik, which is a



member of BREDA, appears to be the most active, with its municipal Business Coordinator being very much involved with BREDA and with the Association of Local Businessmen that he helped organized. As for Prijedor, where BLERDA and NWRDA are in competition, the Business Coordinator is the head of the Local Development Agency and also cooperates closely with the Association of Local Businessmen.

While promoting and developing strategic planning for LED in each of the participating municipalities, sustainability will be the key issue. It is important for LGSA to build on and help develop the capacities of local associations and regional agencies that must become key players, along with the municipalities, in the development of local economic resources.

Activity 2: Formation of Public-Private Partnerships and Potential for Contracting out Services

All six working groups and representatives of Brcko District government attended the PPP workshop organized in Brcko on 29 April 2003.



DELUSA has been working with all municipal WG to prepare a general set of procedures to be followed by all municipalities when entering into PPPs. Given the fact that none of the municipalities is very familiar with the concept, the procedures to be included in the complete set were divided between the municipalities. After collecting the work done by the municipalities, DELUSA is to finalize it and bring it together into a single document that will be distributed, explained, and discussed in detail during a workshop to be held in July.

Surveys are being conducted to identify projects viable for PPPs and that correspond with available private enterprises. As part of the survey analysis, direct and indirect costs associated with PPP project will be calculated; informal meetings with various private enterprises will be conducted to discuss potential of contracting out services, two pilot projects will be selected, and the municipalities will be assisted in following the lifecycle process.

Objective 1.4: Raise levels of transparency, information flow within local government offices and to clients

Activity 1: Establishment of Citizens Information Centers

Activity 2: Establishment of functioning complaints processes

Activity 3: Issue-driven public participation process

LGID consultants Claudia Pamfil and Daniel Serban arrived in country on 13 June and stayed until 29 June.



The following is the executive summary extracted from their report (attached in Annex V).

The assignment had the following accomplishments in municipalities of Derventa, Odzak, Samac, Srebrenik and Zvornik:

- *The Working Groups formed in each municipality as responsible for CIC (usually same for OSS), complaints system and issue driven public participation activities were enriched with other community representatives to form a broader task force which will be periodically consulted.*
- *The internal organizational scanning method to assess information available to and requested by citizens and to collect data on sources and types of complaints received and follow-up process was discussed and agreed with the WGs and MCs in each municipality.*
- *The extended task force was introduced to participatory decision making process and exposed to a focus group technique to identify the community perspective on exchanging information between municipality and citizens as well as their perspective on developing a complaints system.*
- *Provide technical assistance in Samac in developing a survey questionnaire (initiated by the local working group) aimed to assess citizens' needs regarding communication with the municipality and advices on organizing the survey implementation and follow-up.*
- *In each municipality, the data regarding information available to citizens and data on sources and types of complaints received was collected; translation in progress.*
- *Consultants overall approach was discussed and agreed with the Stakeholder Outreach Coordinator.*
- *In addition, they have shared with LGSA Finance Advisor possible participatory input on budget issue and/or capital improvement plans; coordination meeting took place with Delusa representatives to better articulate the activities on CIC with the ones on OSS; information was shared with process engineering consultant as well.*
- *Based on information collected and additional assessment made, the next activities were detailed and scheduled, pending to be agreed by the project stakeholder coordinator and municipal coordinators according to the availability of local working groups and coordination with other consultants (PADCO, DELUSA and NSI).*

For Prijedor an assessment meeting was conducted with municipal coordinator and possible next steps were discussed according to the existing progress.

In addition, consultants visited Brcko municipality in order to get acquainted with the progress encountered by the Public Register Department. Information collected will be disseminated to all other assisted municipalities.

Both consultants are scheduled to come back on 7 July. They will be organizing CIC/complaints process workshops in each municipality individually, and a common Public Participation workshop for all municipalities together, as shown in the LGID schedule for July 2003 (attached as Annex VI).



Objective 1.5: Empower local governments through expanding their control over revenues and expenditures by providing technical assistance in fiscal management

Initial Goals for Calendar Year 2003

- Coordinate efforts to install new hardware and accounting/budgeting software, train municipal staff, and convert existing data in time to produce a 2004 budget.
- Introduce techniques to improve revenue and expenditure forecasts, provide narratives in the budget about department operations and capital investments, and produce a “Budget Summary” for distribution and public participation events.

Initial Approach

- Prior to the finance advisor’s first site visit, reparatory meetings were held with each municipal coordinator to review Objective 1.5 goals and the situation in his/her municipality.
- Each municipality has had an initial visit. Meetings were held with the mayor, the finance director, and accounting and budgeting staff. Follow-up meetings to identify specific tasks, the teams that will undertake those tasks, and a timetable for their completion are under way. Municipal Coordinators attended all meetings and will follow up on action items.
- Efforts have been undertaken to identify entity-specific, local-language training materials, trainers, and municipal accounting expertise to support municipalities with assistance in:
 - ▶ techniques to improve revenue and expenditure forecasts;
 - ▶ budget development, execution, reporting, and compliance;
 - ▶ assignment of the four accounting classifications to both their budget estimates and their actual expenditures; and
 - ▶ implementation of a treasury accounting system.

Activities

Derventa

- Initial meeting with finance director and budget person
 - ▶ Introduced LGSA team and finance advisory goals for 2003.
 - ▶ General discussion about those goals and Derventa’s current activities.
 - ▶ Have 5-year capital project list from 2000, discussed instances of how external factors influence yearly capital allocations, and expressed interest in constructing a new multiyear capital plan with increased public information and participation.
 - ▶ Discussed First Quarter report format and requirements.
 - ▶ Discussed public information and municipality accountability topics.
 - ▶ MC will collect budget request letters and existing capital requirements document for translation.
- Follow-up meeting with finance director and budget person
 - ▶ Discussed data preparation and conversion required for FiNova.
 - ▶ Arranged for FiNova briefing in Tuzla, followed by a site visit to successful FiNova installation in Doboj with Zvornik team.
 - ▶ Will meet after briefing and site visit to discuss their findings and their thoughts on the time and resources need to proceed.
 - ▶ Discussed translated budget and capital plan documents.



- ▶ Discussed specific projects to improve the informational of budget processes and to increase public participation. Decided to start with utility, roads, water, and waste-water capital projects.
- ▶ Formed a team from finance and public utilities that will work with finance advisor and LGID. Finance advisor will propose an initial work plan at the team's first meeting.
- ▶ Finance director will attend LGID public participation workshop.

Odzak

- Initial meeting with mayor
 - ▶ General overview and discussion of LGSA finance advisory role, goals, and objectives.
 - ▶ Mayor expressed desire for increased and better communication with the canton; and the need for the public to better distinguish the municipality's roles with the canton's.
- Initial meeting with the finance director and the accounting person
 - ▶ Introduced LGSA team and finance advisory goals for 2003.
 - ▶ Have some accounting and budgeting data in computer format; unclear how germane that data is to FiNova task.
 - ▶ Significant revenue shortfall of 40% in 2003, have requested canton and entity relief, in discussions with canton, no contingency plan.
- Series of private discussions with Municipal Coordinator
 - ▶ Discussed Odzak's capacity and potential to successfully implement FiNova.
 - ▶ MC will have some private, off-line discussions in the municipality.

Prijedor

- Met with the budget director to learn about experience in implementing FiNova.
 - ▶ Budget director was knowledgeable and informative about all issues involving data conversion and migration to a "treasury" system.
 - ▶ Undertook a 2-year effort to install and convert to FiNova.
 - ▶ Accounting training required in addition to FiNova application training.
 - ▶ Transition first in upcoming budget, then accounting as of start of year.
 - ▶ Still have some problems with FiNova reports and account balances.
 - ▶ Unable to "export" FiNova data for analysis and non-standard report generation.

Samac

- Initial meeting with the deputy mayor/acting finance director
 - ▶ Introduced LGSA team and finance advisory goals for 2003.
 - ▶ Municipality had begun to do FiNova "due diligence" on its own by checking with other municipalities and arranging a visit to NSU in Tuzla.
 - ▶ Plan to meet first week in July to make decision. Hope to be operational by start of 2004.
 - ▶ Have applied to Republic Finance Ministry to be one of five pilot "treasury" system municipalities.

Srebrenik

- Initial meeting with the economic advisor and the senior budget and accounting person
 - ▶ Introduced LGSA team and finance advisory goals for 2003.



- ▶ Reviewed their experiences in migrating to a compliant budgeting and accounting software system.
- ▶ 2003 budget and accounting compliant at three classifications, seemingly missing “funds.”
- ▶ Manual reports are compiled from software system data.
- ▶ Discussed their budget formulation process, capital planning efforts, and public involvement.
- ▶ Learned about their OSI-funded activities to meet ISO 9000 standards. Progress to date is visible and impressive.
- ▶ Their expectation is that the full “treasury” system will be implemented at the canton level by 30 June.
- ▶ MC will collect budget request letters and public information documents for translation.
- ▶ Will meet again to discuss increasing informational content of budget documents, increased public participation, and accounting and budgeting technical assistance.

Zvornik

- Initial meeting with mayor
 - ▶ General overview and discussion of LGSA finance advisory role, goals, and objectives.
 - ▶ Mayor expressed his support for the effort to improve the municipality’s financial systems and for the finance director’s ability. His goal is for the effort to be speedy and of high quality.
- Initial meeting with the finance director
 - ▶ Introduced LGSA team and finance advisory goals for 2003.
 - ▶ Anxious to get system in place to produce timely and accurate reports of revenues, expenditures, and budget beneficiary activities.
 - ▶ Also interested in improving cash management capabilities.
- Follow-up meeting with finance director, head budget person, and expert accountant
 - ▶ Discussed data preparation and conversion required for FiNova.
 - ▶ Arranged for FiNova briefing in Tuzla, followed by a site visit to successful FiNova installation in Doboj.
 - ▶ Will meet after briefing and site visit to discuss their findings and their thoughts on the time and resources need to proceed.
 - ▶ Discussed their budget formulation process, capital planning efforts, and public involvement.
 - ▶ MC will collect budget request letters and public information documents for translation.

Technical Assistance Resources

- Brcko Head of Budget and Finance Department
 - ▶ Received a lengthy and comprehensive overview of budget and finance in Brcko.
 - ▶ Expressed a willingness to provide materials, forms, formats, reports, etc. that may be useful in supporting municipalities.
 - ▶ Suggested possibility of senior Brcko staff as workshop presenters and technical resources.
 - ▶ Offered to help locate other resources as needed; we’ve benefited from his assistance a few times since the meeting.



- NSU/Itineris
 - ▶ Met with development manager and senior programmer to review their training and technical support capabilities.
 - ▶ Training provided is for the FiNova application's users and for each municipality's system administrator.
 - ▶ They indicated that most municipalities are not prepared, from an accounting perspective, to implement FiNova.
 - ▶ NSU provides no training or technical assistance in data conversion and accounting readiness.
 - ▶ Will coordinate with Zlatan on hardware requirements, procurement, and installation.
- Regional Branch of Republic of Srpska Association of Accountants
 - ▶ Met with president and member of the governing board.
 - ▶ Two hundred members in the region: bookkeepers and business accountants.
 - ▶ Association encourages members' professional development.
 - ▶ Fully understood the situation and need for accounting support in municipalities.
 - ▶ Characterized it as a difficult undertaking for the municipalities that will require resources and training.
 - ▶ Discussed an assessment of each municipality's readiness to implement FiNova, and a proposed plan to assist them to be ready, as a possible next step.
 - ▶ They will review the situation with their members and respond.
- Independent Accounting and Software Development Firm
 - ▶ Met with the owner.
 - ▶ Involved in municipal accounting since ICMA/World Bank project in 1996.
 - ▶ Developed accounting and budgeting software in support of evolving municipal requirements.
 - ▶ Application in use in Brcko, Tuzla, and eight municipalities.
 - ▶ Observed that FiNova was conceived and designed by computer experts, while his product's design is driven by the needs of practicing accountants.
 - ▶ He fully understood the situation, the need for accounting support to the municipalities, and indicated that his firm has the capacity and capabilities to provide such support.
 - ▶ He also expressed reluctance for his firm to support efforts to implement a competitor's product and, by doing so, to improve the competitor's product as a result.

Findings

- With the exception of Prijedor and Srebrenik, which are well under way, all the municipalities' accounting and budgeting systems seem not to be in compliance with law and regulation. Derventa, Odzak, Samac, and Zvornik seemed not to be aware of the need to have their accounting and budgeting data at current requirements in order to implement FiNova, and were not aware of the scope of the efforts needed to prepare to undertake the conversion. Each assumed that it could put its existing data into FiNova.
- Discussions with Prijedor, Srebrenik, NSU staff, and people familiar with Brcko's efforts indicate that:
 - ▶ the conversion can take one to two years to prepare and fully implement; and
 - ▶ the transition is best made at the beginning of the budget (calendar) year.
- Local technical assistance resources may be available to guide the municipalities in their accounting and, hence, budgeting, transition.



- Although interested in improving the informational content of their 2004 budget documents and public participation processes, each municipality has indicated that the mandated budget timetable and reduced staff capacity during July and August would limit their efforts.
- Similar donor-funded activities, such as OSCE and USAID projects, which have developed relevant training materials and training capacity, are reticent to provide those resources to LGSA.

Next Steps

- Meet with Derventa and Zvornik teams in Doboj after their site visit with the municipality; ascertain their needs in preparing a compliant 2004 budget and in implementing compliant accounting in January.
- Evaluate the current potential for Odzak to implement FiNova successfully.
- Determine if Samac will choose FiNova as its accounting and budgeting software.
- Explore financial technical assistance needs in Srebrenik.
- Secure appropriate accounting training and technical assistance.
- Locate sources of entity-specific, local-language budget formulation and execution training materials and trainers.
- Persevere with efforts during the summer months to improve the informational content of budget documents and public participation in the budget process by jointly designing projects that are perceived as beneficial by each municipality.

Objective 3: Provide direct city management advice to the Brcko District and assist its administration in implementing effective and efficient public administration systems

At the close of the quarter consisting of April, May, and June, the PADCO city management advisor had an opportunity to review the activities of the first half of 2003. This analysis shows that there appear to be four macro issues currently being dealt with by the authorities that are going to have a major impact on the District for the next 15-25 years. These issues and summary analysis are as follows.

- **Refuse Collection and Disposal.** PADCO is currently advising the administration on this matter through active participation in the development and review of a tender process that will ultimately end in a recommendation to the Assembly. At this time, the program will include construction of a new sanitary landfill, closure and cleanup of the existing dump located on the Sava River, and a new upgraded collection disposal system. The policy issues under discussion are focusing on the method of operation (concession or BOT) and the technology to be used to perform the actual collection and disposal. It is estimated that this item may be ready for political discussion late this calendar year.
- **Water System.** The first phase of this multi-phase project was completed in June with the opening of the District's first water treatment facility. The next phases are under discussion, and PADCO is providing advice on how the District can best proceed with finalization of design and finance. Currently, it appears as if the Utility Department design is seriously flawed in that no independent engineering studies have been done and the program is a mixture of ideas from past studies that may not adequately protect the citizens/users of the system. PADCO has advised that an engineering review should be



completed before any further tendering is done. PADCO has also provided recommendations for financing the endeavor that will allow unrestricted reserves to be transferred to a special capital fund that will be restricted to use for the water system. Outside funding sources, such as loans and grants, are also being explored. It is estimated that the next phase of system development will not take place until 2004. PADCO is working very closely with OHR on this issue.

- **Sewer System.** Brcko District currently has no functioning sewer treatment facilities! PADCO is working with the government to move them to take steps to at least engage an engineering firm to analyze the situation and to develop a preliminary feasibility plan for the establishment and operation of a sewer collection/treatment program. PADCO will be recommending that funding for this study be provided in the capital budget during the rebalance that is currently being discussed by the Mayor and his staff.
- **Bypass Road-Ring Road.** Brcko District has been studying the feasibility of building a road that will divert local traffic around the downtown area and away from the largest concentrations of citizens and business activity. As of this writing, I have not seen any land use plans or spatial plans of how this endeavor will affect the District. The PADCO advisor is concerned that this matter be addressed at the same time the routing of the road takes place. It is well known from planning studies done all over the world that transportation rerouting such as this will have a major impact on where new development will occur and how existing businesses survive. The impact on the downtown could be substantial. The estimated time for activities on the road is early next calendar year. PADCO will be working with the Mayor to raise his level of awareness about the planning issues.

General Activities, April–June

Considerable effort was expended during the quarter to visit with various departments and divisions so that PADCO advisory services could be expanded. New areas examined included the health care system, to include District Hospital and Clinic, and the vehicle maintenance facility currently nearing completion.

It was found that there does not appear to be a master plan for the health care system, particularly the hospital, and how it can best meet District and regional needs for acute care and treatment. The same can be said for the clinic. It is also apparent that no concise plans exist for the staffing needs of the facilities.

When complete this fall, the maintenance facility will consolidate all vehicles and equipment, repairs, and maintenance. Discussions were held with the new Public Works director suggesting that staffing levels not be increased and that existing employees be trained to take new positions. PADCO thinks that agreement was reached to keep staffing at the same level or reduce.

A great deal of effort was expended during the quarter to assist the District with a reorganization of the existing billing and collection system. It was agreed by all involved—Utility Department, Water Division, Budget and Finance Department, Revenue Agency, IT Division, and the Mayor—that this activity would be consolidated under the direction of the Revenue Agency. It was also agreed that, while the current rate of collection for water bills, trash collection, and electricity only averages 40%, the goal for rate of collection by the end of the calendar year was to be 80%.

**The Next Three Months in Brcko District**

PADCO/LGSA will continue to provide intense advisory services to the Mayor and the government, and coordination of efforts will continue between PADCO and OHR. Particular emphasis will be placed on the trash collection/disposal project, the billing and collection system, and the water utility.

Additional areas that will require extra effort include the IT system and completion of an outstanding networking contract that is more than one year late, and assisting the District and OHR in their effort to conduct an independent outside audit to examine the city's financial records and processes. Assistance will also be provided to the Records Department to aid them in completion of a Brcko OSS.

Impediments to Brcko Activities

Due to the large number of vacations scheduled by key personnel in the District government during July and August, progress in departmental reorganizations and decision making will be slower than desired. The issue of willingness to change is always present, and PADCO continues to work with individual managers to break down the barriers to organizational improvement.

Section IV

Programmatic and Management Issues

During the next several months, PADCO will be administering the program grant portion of LGSA. Actual construction of OSS/CIC facilities will begin in July in the municipalities of Derventa, Samac, Odzak, and Zvornik. Prijedor construction drawings are scheduled to be completed in July with construction beginning in August.

The procurement and installation of computers and networking equipment will also occur during the next three months. Srebrenik will be the first to receive computer equipment and will be followed by Zvornik, Odzak, Derventa, and Samac.

OSS and CIC installations are currently scheduled to be completed for opening in September 2003. The entire PADCO team will be heavily involved in these activities to ensure that they are completed within our first year scheduled deadlines.

Another major focus of the next quarter will be our continued efforts to keep municipalities focused on the democratization process. Both Odzak and Samac have produced less-than-desired results during the past quarter and will require an extra effort to get back on track.

Greater attention will be given to the budget process in all LGSA municipalities during the quarter. It is anticipated that the first transparent budgetary processes will begin and that the initial FiNova installations will be started in several municipalities. Plans will be developed for a transparent budget hearing process in all municipalities.

Despite the difficulties of working around the vacation season in July-August, the next quarter activities will be the most intense to date.

DERVENTA MUNICIPAL ACTION PLAN

As June 28, 2003

Objective 1.4. Raise levels of transparency, information flow within local government offices and to clients

Activity Description & Steps	Benchmarks	Schedule
I. To establish a Citizens Information Center (CIC)		Feb-Sept 2003
1. Establish working group.	Working group created	April 2003
2. Conduct organizational/department scan to identify available information, assess citizen informational needs using existing request/application records.	Scan conducted	April – May 2003
3. Meeting working group and seek for opinion on creation of an extended community based task force		June 19
4. Establish taskforce including civil society representatives, local media, business repr, public budget beneficiary. Seek for existing available information, attitude vis-a-vis a better communication between municipality and community	Taskforce established and meeting	June 27
5. Assess organizational/department scan to identify available information, assess citizen informational needs using existing request/application records	Assessment conducted and analyzed	June 17- July 7
6. Select and design appropriate tools and mechanisms to deliver information to citizens according to analysis of scan and need assessment. Prepare job description for CIC personnel. Start selection for CIC personnel	Report presented to competent authority	July 7- July 11
7. Based on needs identify, conduct ½ day training on CIC concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr . Develop action plan on CIC development.	CIC Action plan developed by taskforce	July 18
8. Start advertising CIC. Start preparation materials: brochures, flyers, posters, etc.	Draft materials	July 15 – Sept.30
9. CIC personnel identified		end of July
10. Action plan update. Cont. working on CIC materials	Action plan revised	mid August
11. Study tour to existing CICs in Bulgaria		Sept. 1-7
12. Third meeting of the task force. Action plan revision, based on info collected in Bulgaria	Action plan revised	Sept. 09
13. Prepare all information material, and identify staff and conduct additional training on service delivery and customer relations (personnel of six CICs all together)	CIC staff trained	Sept. 15
14. Prepare proposal including monitoring and evaluation system to be used to adjust information mechanisms and materials as necessary	Report presented to competent authority	Sept.25
15. Advertise and open CIC	CIC opened	Sept. 30, the latest
II. To establish a functioning complaints Process		June – Sept. 2003
Establish community-based taskforce. Seek for info regarding existing info on complaints, attitude	Task force establish and meeting	June 27

vis-a-vis an institutionalized complaints system.		
Analyze existing data on sources and types of complaints received, and follow-up process	Report	June 27 – July 12
Based on needs identify, conduct ½ day training on complaints concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on complaints system, as a function of CIC.	Action plan on complaints process	July 18
Prepare revised formal complaints process proposal including in-take and follow up procedures, and monitoring system	Proposal presented to Mayor	July 27
Action plan update.		Mid August
Action plan update. Incorporate suggestions collected in the study tour	Revised action plan	Sept. 09
Train staff identified to manage process and designated department staff members	Staff trained in complaints system management	Sept. 15
Council debates and approves the complaint system	Complaints process institutionalized	Sept. 30 the latest
III. Issue-driven public participation process		
Identify staff members designated to manage outreach process and create task force (working groups + broad community representative). Introduce concept on participation into decision making process and levels of participation.	Working group established and meeting	June 27
2 full days training with all six working groups on levels of participation and tools and methods for public outreach process (public hearings, public opinion surveys, MZ advisory boards, media campaigns...). Identify community subject to be addressed through public participation. Develop concrete action plan (July – December 2003).	Working groups ready to implement citizen participation tools. Detailed action plan developed	July 23 - 24
Action plan update		Mid august
Monitoring action plan implementation. Advice on next steps		Sept. 7 - 14
Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all municipalities).	Revised action plan.	Sept. 23 - 24
Conduct pilot test of selected tools and methods for public outreach process (Budget hearings at end of year)	Public participation tools in place and implemented	Sep-Oct 2003

ODZAK MUNICIPAL ACTION PLAN

As June 28, 2003

Objective 1.4. Raise levels of transparency, information flow within local government offices and to clients

Activity Description & Steps	Benchmarks	Schedule
I. To establish a Citizens Information Center (CIC)		Feb-Sept 2003
1. Establish taskforce including civil society representatives. Seek for existing available information, attitude vis-a-vis a better communication between municipality and community	Taskforce established and meeting	June 24
2. Conduct and analyze organizational/department scan to identify available information, assess citizen informational needs using existing request/application records	Scan and assessment conducted and analyzed	June 17- July 7
3. Select and design appropriate tools and mechanisms to deliver information to citizens according to analysis of scan and need assessment. Prepare job description for CIC personnel. Start selection for CIC personnel	Report presented to competent authority	July 7- July 11
4. Based on needs identify, conduct ½ day training on CIC concept and implementation: head of departments, two local radio station, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on CIC development.	CIC Action plan developed by taskforce	July 14
5. Start advertising CIC. Start preparation materials: brochures, flyers, posters, etc.		July 15 – Sept.30
6. CIC personnel identified		end of July
7. Action plan update. Cont. working on CIC materials	Action plan revised	mid August
8. Study tour to existing CICs in Bulgaria		Sept. 1-7
9. Third meeting of the task force. Action plan revision, based on info collected in Bulgaria	Action plan revised	Sept. 8
10. Prepare all information material, and identify staff and conduct training on service delivery and customer relations (six CICs personnel all together)	CIC staff trained	Sept. 15
11. Prepare proposal including monitoring and evaluation system to be used to adjust information mechanisms and materials as necessary	Report presented to competent authority	
12. Advertise and open CIC	CIC opened	Sept. 30, the latest
II. To establish a functioning complaints Process		June – Sept. 2003
Establish community-based taskforce. Seek for info regarding existing info on complaints, attitude vis-a-vis an institutionalized complaints system.	Task force establish and meeting	June 24
Analyze existing data on sources and types of complaints received, and follow-up process	Report	June 27 – July 12
Based on needs identify, conduct ½ day training on complaints concept and implementation: head of departments, two local radio station, 3 NGOs, 3 MZ leaders, 1 business community representative, Action plan revised. Develop action plan on complaints system, as a function of CIC.	Action plan on complaints process	July 14
Prepare revised formal complaints process proposal including in-take and follow up procedures, and	Proposal presented to Mayor	July 27

monitoring system		
Action plan update.		Mid August
Action plan update. Incorporate suggestions collected in the study tour	Revised action plan	Sept. 8
Train staff identified to manage process and designated department staff members	Staff trained in complaints system management	Sept. 15
Council debates and approves the complaint system	Complaints process institutionalized	Sept. 30 the latest
III. Issue-driven public participation process		
Identify staff members designated to manage outreach process and create task force (working groups + broad community representative). Introduce concept on participation into decision making process and levels of participation.	Working group established and meeting	June 24
2 full days training with all six working groups on levels of participation and tools and methods for public outreach process (public hearings, public opinion surveys, MZ advisory boards, media campaigns...). Identify community subject to be addressed through public participation. Develop concrete action plan (July – December 2003).	Working groups ready to implement citizen participation tools. Detailed action plan developed	July 23 - 24
Action plan update		Mid august
Monitoring action plan implementation. Advice on next steps		Sept. 7 - 14
Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all municipalities).	Revised action plan.	Sept. 23 - 24
Conduct pilot test of selected tools and methods for public outreach process (Budget hearings at end of year)	Public participation tools in place and implemented	Sep-Oct 2003

SAMAC MUNICIPAL ACTION PLAN

As June 28, 2003

Objective 1.4. Raise levels of transparency, information flow within local government offices and to clients

Activity Description & Steps	Benchmarks	Schedule
I. To establish a Citizens Information Center (CIC)		Feb-Sept 2003
1. Establish working groups.	Working group created	April 2003
2. Meeting working group and seek for opinion on creation of an extended community based task force		June 19
3. Establish taskforce including civil society representatives, local media, MZ leaders. Seek for existing available information, attitude vis-a-vis a better communication between municipality and community	Taskforce established and meeting	June 24
4. Conduct and analyze organizational/department scan to identify available information, assess citizen informational needs using existing request/application records	Scan and assessment conducted and analyzed	June 17- July 7
5. Conduct survey on citizen informational needs (scouts boy)	Info collected	June 28 – July 7
6. Select and design appropriate tools and mechanisms to deliver information to citizens according to analysis of scan and need assessment. Prepare job description for CIC personnel. Start selection for CIC personnel	Report presented to competent authority	July 7- July 11
7. Based on needs identify, conduct ½ day training on CIC concept and implementation: head of departments, one journalist, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on CIC development.	CIC Action plan developed by taskforce	July 15
8. Start advertising CIC. Start preparation materials: brochures, flyers, posters, etc.	Draft materials	July 15 – Sept.30
9. CIC personnel identified		end of July
10. Action plan update. Cont. working on CIC materials	Action plan revised	mid August
11. Study tour to existing CICs in Bulgaria		Sept. 1-7
12. Third meeting of the task force. Action plan revision, based on info collected in Bulgaria	Action plan revised	Sept. 8
13. Prepare all information material, and identify staff and conduct additional training on service delivery and customer relations (personnel of six CICs all together)	CIC staff trained	Sept. 15
14. Prepare proposal including monitoring and evaluation system to be used to adjust information mechanisms and materials as necessary	Report presented to competent authority	Sept.25
15. Advertise and open CIC	CIC opened	Sept. 30, the latest
II. To establish a functioning complaints Process		June – Sept. 2003
Establish community-based taskforce. Seek for info regarding existing info on complaints, attitude vis-a-vis an institutionalized complaints system.	Task force establish and meeting	June 24

Analyze existing data on sources and types of complaints received, and follow-up process	Report	June 27 – July 12
Based on needs identify, conduct ½ day training on complaints concept and implementation: head of departments, one journalist, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on complaints system, as a function of CIC.	Action plan on complaints process	July 15
Prepare revised formal complaints process proposal including in-take and follow up procedures, and monitoring system	Proposal presented to Mayor	July 27
Action plan update.		Mid August
Action plan update. Incorporate suggestions collected in the study tour	Revised action plan	Sept. 8
Train staff identified to manage process and designated department staff members	Staff trained in complaints system management	Sept. 15
Council debates and approves the complaint system	Complaints process institutionalized	Sept. 30 the latest
III. Issue-driven public participation process		
Identify staff members designated to manage outreach process and create task force (working groups + broad community representative). Introduce concept on participation into decision making process and levels of participation.	Working group established and meeting	June 24
2 full days training with all six working groups on levels of participation and tools and methods for public outreach process (public hearings, public opinion surveys, MZ advisory boards, media campaigns...). Identify community subject to be addressed through public participation. Develop concrete action plan (July – December 2003).	Working groups ready to implement citizen participation tools. Detailed action plan developed	July 23 - 24
Action plan update		Mid august
Monitoring action plan implementation. Advice on next steps		Sept. 7 - 14
Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all municipalities).	Revised action plan.	Sept. 23 - 24
Conduct pilot test of selected tools and methods for public outreach process (Budget hearings at end of year)	Public participation tools in place and implemented	Sep-Oct 2003

SREBRENİK MUNICIPAL ACTION PLAN

As June 28, 2003

Objective 1.4. Raise levels of transparency, information flow within local government offices and to clients

Activity Description & Steps	Benchmarks	Schedule
I. To establish a Citizens Information Center (CIC)		Feb-Sept 2003
1. Establish working groups.	Working group created	April 2003
2. Meeting working group and seek for opinion on creation of an extended community based task force		June 18
3. Establish taskforce including civil society representatives, local media, MZ leaders, public budget beneficiary. Seek for existing available information, attitude vis-a-vis a better communication between municipality and community	Taskforce established and meeting	June 25
4. Conduct and analyze organizational/department scan to identify available information, assess citizen informational needs using existing request/application records	Scan and assessment conducted and analyzed	June 17- July 7
5. Conduct survey on citizen informational needs (scouts boy)	Info collected	June 28 – July 7
6. Select and design appropriate tools and mechanisms to deliver information to citizens according to analysis of scan and need assessment. Prepare job description for CIC personnel. Start selection for CIC personnel	Report presented to competent authority	July 7- July 11
7. Based on needs identify, conduct ½ day training on CIC concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on CIC development.	CIC Action plan developed by taskforce	July 16
8. Start advertising CIC. Start preparation materials: brochures, flyers, posters, etc.	Draft materials	July 15 – Sept.30
9. CIC personnel identified		end of July
10. Action plan update. Cont. working on CIC materials	Action plan revised	mid August
11. Study tour to existing CICs in Bulgaria		Sept. 1-7
12. Third meeting of the task force. Action plan revision, based on info collected in Bulgaria	Action plan revised	Sept. 12
13. Prepare all information material, and identify staff and conduct additional training on service delivery and customer relations (personnel of six CICs all together)	CIC staff trained	Sept. 15
14. Prepare proposal including monitoring and evaluation system to be used to adjust information mechanisms and materials as necessary	Report presented to competent authority	Sept.25
15. Advertise and open CIC	CIC opened	Sept. 30, the latest
II. To establish a functioning complaints Process		June – Sept. 2003
Establish community-based taskforce. Seek for info regarding existing info on complaints, attitude vis-a-vis an institutionalized complaints system.	Task force establish and meeting	June 25
Analyze existing data on sources and types of complaints received, and follow-up process	Report	June 27 – July 12
Based on needs identify, conduct ½ day training on complaints concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public	Action plan on complaints process	July 16

utility repr. Develop action plan on complaints system, as a function of CIC.		
Prepare revised formal complaints process proposal including in-take and follow up procedures, and monitoring system	Proposal presented to Mayor	July 27
Action plan update.		Mid August
Action plan update. Incorporate suggestions collected in the study tour	Revised action plan	Sept. 12
Train staff identified to manage process and designated department staff members	Staff trained in complaints system management	Sept. 15
Council debates and approves the complaint system	Complaints process institutionalized	Sept. 30 the latest
III. Issue-driven public participation process		
Identify staff members designated to manage outreach process and create task force (working groups + broad community representative). Introduce concept on participation into decision making process and levels of participation.	Working group established and meeting	June 25
2 full days training with all six working groups on levels of participation and tools and methods for public outreach process (public hearings, public opinion surveys, MZ advisory boards, media campaigns...). Identify community subject to be addressed through public participation. Develop concrete action plan (July – December 2003).	Working groups ready to implement citizen participation tools. Detailed action plan developed	July 23 - 24
Action plan update		Mid august
Monitoring action plan implementation. Advice on next steps		Sept. 7 - 14
Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all municipalities).	Revised action plan.	Sept. 23 - 24
Conduct pilot test of selected tools and methods for public outreach process (Budget hearings at end of year)	Public participation tools in place and implemented	Sep-Oct 2003

ZVORNIK MUNICIPAL ACTION PLAN

As June 28, 2003

Objective 1.4. Raise levels of transparency, information flow within local government offices and to clients

Activity Description & Steps	Benchmarks	Schedule
I. To establish a Citizens Information Center (CIC)		Feb-Sept 2003
1. Establish working groups.	Working group created	April 2003
2. Meeting working group and seek for opinion on creation of an extended community based task force		June 20
3. Establish taskforce including civil society representatives, local media, MZ leaders, business repr. Seek for existing available information, attitude vis-a-vis a better communication between municipality and community	Taskforce established and meeting	June 26
4. Conduct and analyze organizational/department scan to identify available information, assess citizen informational needs using existing request/application records	Scan and assessment conducted and analyzed	June 17- July 7
5. Select and design appropriate tools and mechanisms to deliver information to citizens according to analysis of scan and need assessment. Prepare job description for CIC personnel. Start selection for CIC personnel	Report presented to competent authority	July 7- July 11
6. Based on needs identify, conduct ½ day training on CIC concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr . Develop action plan on CIC development.	CIC Action plan developed by taskforce	July 17
7. Start advertising CIC. Start preparation materials: brochures, flyers, posters, etc.	Draft materials	July 15 – Sept.30
8. CIC personnel identified		end of July
9. Action plan update. Cont. working on CIC materials	Action plan revised	mid August
10. Study tour to existing CICs in Bulgaria		Sept. 1-7
11. Third meeting of the task force. Action plan revision, based on info collected in Bulgaria	Action plan revised	Sept. 11
12. Prepare all information material, and identify staff and conduct additional training on service delivery and customer relations (personnel of six CICs all together)	CIC staff trained	Sept. 15
13. Prepare proposal including monitoring and evaluation system to be used to adjust information mechanisms and materials as necessary	Report presented to competent authority	Sept.25
14. Advertise and open CIC	CIC opened	Sept. 30, the latest
II. To establish a functioning complaints Process		June – Sept. 2003
Establish community-based taskforce. Seek for info regarding existing info on complaints, attitude vis-a-vis an institutionalized complaints system.	Task force establish and meeting	June 26
Analyze existing data on sources and types of complaints received, and follow-up process	Report	June 27 – July 12

Based on needs identify, conduct ½ day training on complaints concept and implementation: head of departments, local media, 3 NGOs, 3 MZ leaders, 1 business community representative, 1 public utility repr. Develop action plan on complaints system, as a function of CIC.	Action plan on complaints process	July 17
Prepare revised formal complaints process proposal including in-take and follow up procedures, and monitoring system	Proposal presented to Mayor	July 27
Action plan update.		Mid August
Action plan update. Incorporate suggestions collected in the study tour	Revised action plan	Sept. 11
Train staff identified to manage process and designated department staff members	Staff trained in complaints system management	Sept. 15
Council debates and approves the complaint system	Complaints process institutionalized	Sept. 30 the latest
III. Issue-driven public participation process		
Identify staff members designated to manage outreach process and create task force (working groups + broad community representative). Introduce concept on participation into decision making process and levels of participation.	Working group established and meeting	June 26
2 full days training with all six working groups on levels of participation and tools and methods for public outreach process (public hearings, public opinion surveys, MZ advisory boards, media campaigns...). Identify community subject to be addressed through public participation. Develop concrete action plan (July – December 2003).	Working groups ready to implement citizen participation tools. Detailed action plan developed	July 23 - 24
Action plan update		Mid august
Monitoring action plan implementation. Advice on next steps		Sept. 7 - 14
Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all municipalities).	Revised action plan.	Sept. 23 - 24
Conduct pilot test of selected tools and methods for public outreach process (Budget hearings at end of year)	Public participation tools in place and implemented	Sep-Oct 2003

DERVENTA MUNICIPAL ACTION PLAN

As July 01 to September 30, 2003

Objective 1.1. Improve Process Efficiency

Activity Description & Steps	Benchmarks	Schedule
1. OSS		Feb-Sept 2003
▪ Establish working group.	Working group created	X
▪ Visit existing One Stop Shop.	Visit Completed	X
▪ Determine the Nature and Function of OSS	Requirements set	X
▪ Hold introductory workshop on principles of "Process Engineering",	W/All Municipality Groups	X
▪ Prepare a comprehensive list of Documents issued by the Municipality	List created	X
▪ Collect all data and analyze process and length of procedures for issuance of list of documents	Collection and analyses completed	X
▪ Develop process engineering maps	All process maps complete	June 23
▪ Design and develop a monitoring system.	Drafted system	July 15
▪ Present & propose proposal including location, staff, new procedures, costs, etc to competent authority.	Proposal complete	end of August
▪ Train staff in new procedures and customer service orientation	Training complete	Sept. 1-15
▪ Make necessary physical changes and transfers	Complete changes and transfers	Sept. 16-30
▪ Open One Stop Shop.	Opened	01 October
Reorganization of Administrative structure and Rationalization of Workforce		Feb.-Sept.
▪ Establish working group.	Established	X
▪ Analyze current organizational structure and systemization plan activities, including old/new organizational chart and list of procedures.	Analysis complete	X
▪ Develop Process Maps	All Process Maps	August
▪ Work with Department heads to redesign and optimize the departments, organization and staff.	Work complete	July - August
▪ Agree on implementation time table for reorganization /rationalization	Time table developed	Sept
▪ Prepare proposal including a new administrative structure/departmental functions, and rationalization of workforce and job descriptions.	Proposal complete	Mid-Sept
▪ Reorganization and rationalization of two key departments	2 Depts. complete	01 Oct

Objective 1.2 Improve Business environment by rationalization, the permit process, making local government more business/friendly, and encouraging business

Activity Description & Steps	Benchmarks	Schedule
2. LED/Business Coordination Function		Feb – Sept.
▪ Assign Staff as permanent liaison coordinator with the business community	Mayor assigns	X
▪ Set up task force including representatives of business community/associations.	Set up and scheduled	X
▪ Analyze obstacles to business which Municipality has clear authority over as well as examine possible Municipal involvement in assisting with business, permits and higher level of Government	Analysis started	24 June-Mid Aug.
▪ Prepare and present report to Mayor on obstacles, proposed solutions and actions.	Report completed and presented	15 Sept.
▪ Prepare strategic planning for LED (see Objective 1.3, activity 1	LED Strategic Plan	2 nd year

Objective 1.3 Promote Entrepreneurial local Governments

Activity Description & Steps	Benchmarks	Schedule
2. Formation of Public-Private Partnerships (PPP)		Mar – Sept.
▪ Establish working group	Established	X
▪ Introductory training workshop on principals of PPP	Held	X
▪ Prepare procedures on PPP life cycle from projects identification to bidding and negotiation	Procedures developed	June 27
▪ Conduct survey to identify projects viable for PPP's	List of potential PPP's	X
▪ Calculate possible direct and indirect costs of PPP's	Calculations	Mid July
▪ Informal meetings to discuss potential of contracting out of services		End August
▪ Select two pilot projects and assist Municipality in following life cycle process	Two PPP's	October

ODZAK MUNICIPAL ACTION PLAN

As July 01, 2003

Objective 1.1. Improve Process Efficiency

Activity Description & Steps	Benchmarks	Schedule
1. OSS		Feb-Sept 2003
▪ Establish working group.	Working group created	X
▪ Visit existing One Stop Shop.	Visit Completed	X
▪ Determine the Nature and Function of OSS	Requirements set	X
▪ Hold introductory workshop on principles of "Process Engineering",	W/All Municipality Groups	X
▪ Prepare a comprehensive list of Documents issued by the Municipality	List created	X
▪ Collect all data and analyze process and length of procedures for issuance of list of documents	Collection and analyses completed	X
▪ Develop process engineering maps	All process maps complete	Mid July
▪ Design and develop a monitoring system.	Drafted system	End July
▪ Present & propose proposal including location, staff, new procedures, costs, etc to competent authority.	Proposal complete	end of August
▪ Train staff in new procedures and add customer orientation training if necessary	Training complete	Sept. 1-15
▪ Make necessary physical changes and transfers	Complete changes and transfers	End Sept.
▪ Open One Stop Shop.	Opened	01 October
Reorganization of Administrative structure and Rationalization of Workforce		Feb.-Sept.
▪ Establish working group.	Established	X
▪ Analyze current organizational structure and systemization plan activities, including old/new organizational chart and list of procedures.	Analysis complete	X
▪ Develop Process Maps	All Process Maps	Sept
▪ Work with Department heads to redesign and optimize the departments, organization and staff.	Work complete	July - August
▪ Agree on implementation time table for reorganization /rationalization	Time table developed	Sept
▪ Prepare proposal including a new administrative structure/departmental functions, and rationalization of workforce and job descriptions.	Proposal complete	Mid-Sept
▪ Reorganization and rationalization of two key departments	2 Depts. complete	Oct

Objective 1.2 Improve Business environment by rationalization, the permit process, making local government more business/friendly, and encouraging business

Activity Description & Steps	Benchmarks	Schedule
2. LED/Business Coordination Function		Feb – Sept.
▪ Assign Staff as permanent liaison coordinator with the business community	Mayor assigns	X
▪ Set up task force including representatives of business community/associations.	Set up and scheduled	X
▪ Analyze obstacles to business which Municipality has clear authority over as well as examine possible Municipal involvement in assisting with business, permits and higher level of Government	Analysis started	Beginning July- Aug.
▪ Prepare and present report to Mayor on obstacles, proposed solutions and actions.	Report completed and presented	15 Sept.
▪ Prepare strategic planning for LED (see Objective 1.3, activity 1	LED Strategic Plan	2 nd year

Objective 1.3 Promote Entrepreneurial local Governments

Activity Description & Steps	Benchmarks	Schedule
2. Formation of Public-Private Partnerships (PPP)		Mar – Sept.
▪ Establish working group	Established	X
▪ Introductory training workshop on principals of PPP	Held	X
▪ Prepare procedures on PPP life cycle from projects identification to bidding and negotiation	Procedures developed	Beginning July
▪ Conduct survey to identify projects viable for PPP's	List of potential PPP's	Beginning July
▪ Calculate possible direct and indirect costs of PPP's	Calculations	Mid July
▪ Informal meetings to discuss potential of contracting out of services		End August
▪ Select two pilot projects and assist Municipality in following life cycle process	Two PPP's	October

SAMAC MUNICIPAL ACTION PLAN

As July 01, 2003

Objective 1.1. Improve Process Efficiency

Activity Description & Steps	Benchmarks	Schedule
1. OSS		Feb-Sept 2003
▪ Establish working group.	Working group created	X
▪ Visit existing One Stop Shop.	Visit Completed	X
▪ Determine the Nature and Function of OSS	Requirements set	X
▪ Hold introductory workshop on principles of "Process Engineering",	W/All Municipality Groups	X
▪ Prepare a comprehensive list of Documents issued by the Municipality	List created	X
▪ Collect all data and analyze process and length of procedures for issuance of list of documents	Collection and analyses completed	X
▪ Develop process engineering maps	All process maps complete	End June
▪ Design and develop a monitoring system.	Drafted system	July 15
▪ Present & propose proposal including location, staff, new procedures, costs, etc to competent authority.	Proposal complete	end of August
▪ Train staff in new procedures and add customer orientation training if necessary	Training complete	Sept. 1-15
▪ Make necessary physical changes and transfers	Complete changes and transfers	End Sept.
▪ Open One Stop Shop.	Opened	01 October
Reorganization of Administrative structure and Rationalization of Workforce		Feb.-Sept.
▪ Establish working group.	Established	X
▪ Analyze current organizational structure and systemization plan activities, including old/new organizational chart and list of procedures.	Analysis complete	X
▪ Develop Process Maps	All Process Maps	Sept
▪ Work with Department heads to redesign and optimize the departments, organization and staff.	Work complete	July - August
▪ Agree on implementation time table for reorganization /rationalization	Time table developed	Sept
▪ Prepare proposal including a new administrative structure/departmental functions, and rationalization of workforce and job descriptions.	Proposal complete	Mid-Sept
▪ Reorganization and rationalization of two key departments	2 Depts. complete	Oct

Objective 1.2 Improve Business environment by rationalization, the permit process, making local government more business/friendly, and encouraging business

Activity Description & Steps	Benchmarks	Schedule
2. LED/Business Coordination Function		Feb – Sept.
▪ Assign Staff as permanent liaison coordinator with the business community	Mayor assigns	X
▪ Set up task force including representatives of business community/associations.	Set up and scheduled	X
▪ Analyze obstacles to business which Municipality has clear authority over as well as examine possible Municipal involvement in assisting with business, permits and higher level of Government	Analysis started	Beginning July- Aug.
▪ Prepare and present report to Mayor on obstacles, proposed solutions and actions.	Report completed and presented	15 Sept.
▪ Prepare strategic planning for LED (see Objective 1.3, activity 1	LED Strategic Plan	2 nd year

Objective 1.3 Promote Entrepreneurial local Governments

Activity Description & Steps	Benchmarks	Schedule
2. Formation of Public-Private Partnerships (PPP)		Mar – Sept.
▪ Establish working group	Established	X
▪ Introductory training workshop on principals of PPP	Held	X
▪ Prepare procedures on PPP life cycle from projects identification to bidding and negotiation	Procedures developed	Beginning July
▪ Conduct survey to identify projects viable for PPP's	List of potential PPP's	Beginning July
▪ Calculate possible direct and indirect costs of PPP's	Calculations	Mid July
▪ Informal meetings to discuss potential of contracting out of services		End August
▪ Select two pilot projects and assist Municipality in following life cycle process	Two PPP's	October

SREBENIK MUNICIPAL ACTION PLAN

As July 01, 2003

Objective 1.1. Improve Process Efficiency

Activity Description & Steps	Benchmarks	Schedule
1. OSS		Feb-Sept 2003
▪ Establish working group.	Working group created	X
▪ Visit existing One Stop Shop.	Visit Completed	X
▪ Determine the Nature and Function of OSS	Requirements set	X
▪ Hold introductory workshop on principles of "Process Engineering",	W/All Municipality Groups	X
▪ Prepare a comprehensive list of Documents issued by the Municipality	List created	X
▪ Collect all data and analyze process and length of procedures for issuance of list of documents	Collection and analyses completed	X
▪ Develop process engineering maps	All process maps complete	X
▪ Design and develop a monitoring system.	Drafted system	End July
▪ Present & propose proposal including location, staff, new procedures, costs, etc to competent authority.	Proposal complete	X
▪ Train staff in new procedures and add customer orientation training if necessary	Training complete	Sept.
▪ Make necessary physical changes and transfers	Complete changes and transfers	End Sept.
▪ Open One Stop Shop.	Opened	01 October
Reorganization of Administrative structure and Rationalization of Workforce		Feb.-Sept.
▪ Establish working group.	Established	X
▪ Analyze current organizational structure and systemization plan activities, including old/new organizational chart and list of procedures.	Analysis complete	X
▪ Develop Process Maps	All Process Maps	Sept
▪ Work with Department heads to redesign and optimize the departments, organization and staff.	Work complete	July - August
▪ Agree on implementation time table for reorganization /rationalization	Time table developed	Sept
▪ Prepare proposal including a new administrative structure/departmental functions, and rationalization of workforce and job descriptions.	Proposal complete	Mid-Sept
▪ Reorganization and rationalization of two key departments	2 Depts. complete	Oct

Objective 1.2 Improve Business environment by rationalization, the permit process, making local government more business/friendly, and encouraging business

Activity Description & Steps	Benchmarks	Schedule
2. LED/Business Coordination Function		Feb – Sept.
▪ Assign Staff as permanent liaison coordinator with the business community	Mayor assigns	X
▪ Set up task force including representatives of business community/associations.	Set up and scheduled	Beginning July
▪ Analyze obstacles to business which Municipality has clear authority over as well as examine possible Municipal involvement in assisting with business, permits and higher level of Government	Analysis started	Beginning July- Aug.
▪ Prepare and present report to Mayor on obstacles, proposed solutions and actions.	Report completed and presented	15 Sept.
▪ Prepare strategic planning for LED (see Objective 1.3, activity 1	LED Strategic Plan	2 nd year

Objective 1.3 Promote Entrepreneurial local Governments

Activity Description & Steps	Benchmarks	Schedule
2. Formation of Public-Private Partnerships (PPP)		Mar – Sept.
▪ Establish working group	Established	X
▪ Introductory training workshop on principals of PPP	Held	X
▪ Prepare procedures on PPP life cycle from projects identification to bidding and negotiation	Procedures developed	Beginning July
▪ Conduct survey to identify projects viable for PPP's	List of potential PPP's	Beginning July
▪ Calculate possible direct and indirect costs of PPP's	Calculations	Mid July
▪ Informal meetings to discuss potential of contracting out of services		End August
▪ Select two pilot projects and assist Municipality in following life cycle process	Two PPP's	October

ZVORNIK MUNICIPAL ACTION PLAN

As July 01, 2003

Objective 1.1. Improve Process Efficiency

Activity Description & Steps	Benchmarks	Schedule
1. OSS		Feb-Sept 2003
▪ Establish working group.	Working group created	X
▪ Visit existing One Stop Shop.	Visit Completed	X
▪ Determine the Nature and Function of OSS	Requirements set	X
▪ Hold introductory workshop on principles of "Process Engineering",	W/All Municipality Groups	X
▪ Prepare a comprehensive list of Documents issued by the Municipality	List created	X
▪ Collect all data and analyze process and length of procedures for issuance of list of documents	Collection and analyses completed	X
▪ Develop process engineering maps	All process maps complete	End June
▪ Design and develop a monitoring system.	Drafted system	July 15
▪ Present & propose proposal including location, staff, new procedures, costs, etc to competent authority.	Proposal complete	end of August
▪ Train staff in new procedures and add customer orientation training if necessary	Training complete	Sept. 1-15
▪ Make necessary physical changes and transfers	Complete changes and transfers	End Sept.
▪ Open One Stop Shop.	Opened	01 October
Reorganization of Administrative structure and Rationalization of Workforce		Feb.-Sept.
▪ Establish working group.	Established	X
▪ Analyze current organizational structure and systemization plan activities, including old/new organizational chart and list of procedures.	Analysis complete	X
▪ Develop Process Maps	All Process Maps	Sept
▪ Work with Department heads to redesign and optimize the departments, organization and staff.	Work complete	July - August
▪ Agree on implementation time table for reorganization /rationalization	Time table developed	Sept
▪ Prepare proposal including a new administrative structure/departmental functions, and rationalization of workforce and job descriptions.	Proposal complete	Mid-Sept
▪ Reorganization and rationalization of two key departments	2 Depts. complete	Oct

Objective 1.2 Improve Business environment by rationalization, the permit process, making local government more business/friendly, and encouraging business

Activity Description & Steps	Benchmarks	Schedule
2. LED/Business Coordination Function		Feb – Sept.
▪ Assign Staff as permanent liaison coordinator with the business community	Mayor assigns	X
▪ Set up task force including representatives of business community/associations.	Set up and scheduled	X
▪ Analyze obstacles to business which Municipality has clear authority over as well as examine possible Municipal involvement in assisting with business, permits and higher level of Government	Analysis started	24 June-Mid Aug.
▪ Prepare and present report to Mayor on obstacles, proposed solutions and actions.	Report completed and presented	15 Sept.
▪ Prepare strategic planning for LED (see Objective 1.3, activity 1	LED Strategic Plan	2 nd year

Objective 1.3 Promote Entrepreneurial local Governments

Activity Description & Steps	Benchmarks	Schedule
2. Formation of Public-Private Partnerships (PPP)		Mar – Sept.
▪ Establish working group	Established	X
▪ Introductory training workshop on principals of PPP	Held	X
▪ Prepare procedures on PPP life cycle from projects identification to bidding and negotiation	Procedures developed	Beginning July
▪ Conduct survey to identify projects viable for PPP's	List of potential PPP's	X
▪ Calculate possible direct and indirect costs of PPP's	Calculations	Mid July
▪ Informal meetings to discuss potential of contracting out of services		End August
▪ Select two pilot projects and assist Municipality in following life cycle process	Two PPP's	October

PETER WELCH
Padco, Inc. Brcko District
North-East Bosnia LGSA
Project #0215

DAILY LOG OF PROJECT ACTIVITIES

Location: Zvornik

☐

Derventa

☒

Date: 29th May, 2003 – Day# 01

Meeting with Municipality:

Attendees:	DELUSA	Jeffrey Fanning (Principal & General Director) Haris Catic, Process Engineer
	PADCO	Peter Welch, Process Engineering Consultant Daniel Solaja, Municipal Coordinator Sinisa Petrovic, Translator and Driver
	DERVENTA	Mrs. Ana Jovicic (Economy and Social Activities) Mrs. Olivera Cebedjini (General Administration)

Purpose of Meeting:

Primarily, DELUSA was there to discuss CIC with Daniel (PADCO) but before that discussion occurred, Haris (DELUSA) spent some time with Mrs. Ana Jovicic to explain the nature of the ‘mapping template’ (jointly with Peter (PADCO)) and to highlight the need to maintain an excellent filing system (codification); this will ensure that not only will process maps be readily accessible but that this ‘numerical’ system will provide for cross-referencing to the ongoing ‘reorganization of administrative structure and rationalization of the workforce’. The intent is to ensure that such organization vis-à-vis files and approaches are consistent across all municipalities. Additionally, as soon as the OSS is established and functioning, initially manually, along with the eventual implementation (albeit, on a different timeline) of DOCUNOVA /DATANOVA (NSU), that, in and of itself, will lead to automatic ‘efficiencies’.

Thus the second-stage of ‘process-mapping’, the determination of any non-legalistic (both Entity and RS Council) requirements (system inherited) need to consider these ‘auto-system generated’ improvements so that any recommended improvements are truly efficiency improvements beyond the software.

Recommendation:

The above indicates an urgent need to ‘visually’ (if possible) view a Municipality using the NSU software. Enough potential confusion exists in terms of ‘understanding’ how the ‘networking’ and document workflow, as such, will function. The ‘reengineering’ suggestions (that will be ‘proposed’ totally rest upon a clear and unambiguous understanding of what the eventual system/networking capabilities will be.

Economic Department – Meeting # 1

Mr. Ljubinko Stefanovic, Department Head

We met with Mrs. Ana Jovicic - Economy and Social Activities, (the meeting with Mrs. Olivera Cebedjini -General Administration - is scheduled for Monday, June 2nd.) and proceeded initially discussing in great detail the old-system inherited ‘labor cards’ and the ‘social-services’, pension system. Mrs. Nada Spiric is the individual responsible (Work Booklets Clerk) whose only three (3) forms comprise all that are intended to be in the OSS (out of seventeen (17) in total). To date, only these 3 procedures are being ‘process-mapped’.

We do know, however, that the software will eliminate the need to continue using the ‘very old manual ledgers/ records’ as this will eventually form the system ‘database’ once it has been uploaded/input. (There will also be a major requirement to conduct ‘testing or parallel running’ – post database creation, in order to ensure that all records were accurately input)

In order to appreciate the complexities and subtleties of ‘any’ procedure, it is first necessary to grasp and understand from the perspective of the ‘end result’ why the information vis-à-vis the procedures actually exist at all. It is, in essence, a drill-down approach. For any ‘citizen request’ (they require a business license) what ‘really’ ought to be the information requested (under the law, both Entity and RS Council) that justifies the municipality’s function and albeit existence. Any public-sector body (Derventa and Zvornik) theoretically is an extended arm of the ‘government’, the body of codified law, Entity and Council (albeit, very general) that they are charged with implementing (among other duties and functions). Using a U.S. example, the IRS is charged with implementing Title 26 – Internal Revenue Code (approved by Congress) that enacted the legislation, the ‘rules’, for collecting revenue and allowing deductions (tax forms). The municipalities, here in the Republika Srpska (RS), theoretically should ‘operate’ procedurally (hence process mapping) under a similar type of mission statement.

We had a lengthy discussion with Mrs. Nada Vidic (Administrative Procedure Clerk) who ‘argued’ emotionally that all ‘her’ procedures (10 years on the job and no backup person) ought not to be considered as part of the OSS because of major practical difficulties. Apparently, it had been decided that all her functions were appropriate to the OSS but she has since had that ‘decision’ rescinded after she presented counter-arguments to the Department Head. Unfortunately here, the understanding, or total lack thereof, of how the NOVA software/network and workflows will actually function completely clouds this issue. The ‘department heads’, themselves, presently, can only determine appropriateness (decision to rescind) using their knowledge of the ‘old-ways’. This comment relates directly to the ‘recommendation’ to actually ‘see NOVA working’.

It was pointed out that, one; we need to determine the functionality of the software, two; a brainstorming session is probably necessary to clearly and visually see all the various ‘practical’ difficulties to which she refers, and, three; either we’ll agree with her premise or there may be alternative ways to rearrange the workflows and the chronological order in which things are done today. The concept of, ‘no’ is never an acceptable initial answer.

Recommendation:

Within a week or so, an approach should be made to the Department Head (Mr. Ljubinko Stefanovic) to have a ‘brainstorming session’ arranged with appropriate ‘knowledgeable parties’ present to layout these non-OSS arguments and discuss whether (or not) a

workaround exists that meets the (spirit and intent) of the OSS concept, complies with all 'legal' requirements and whose solution, by consensus, will be acceptable to the Municipality and meeting the 'citizen's' needs efficiently. The purpose is not to 'force' an OSS approach if the solution presents its own set of problems elsewhere in the Municipality.

Date: 3rd June, 2003 – Day #03(Tuesday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Daniel Solaja, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
DERVENTA Mr. Ljubinko Stefanovic (Economy and Social Activities,
Department Head),
Mrs. Ana Jovicic (Economy and Social Activities),
Mrs. Nada Vidic(Economy and Social Activities)
Mrs. Olivera Cebedjini (General Administration)

Economy and Social Activities Department – Meeting # 2 (Mr. Ljubinko Stefanovic, Department Head)

Continuing from the previous meeting, several developments/updates occurred. We met again with Mrs. Ana Jovicic but also spent a great deal of time discussing the OSS and process mapping with the Department Head, Mr. Ljubinko Stefanovic, who apparently decided that those '14' procedures (under the responsibility of Mrs. Nada Vidic) should be 'again' within the OSS. He seemed totally in agreement that they were appropriate for being 'computerized' and being included in the OSS. Given this change or redirection, it no longer seems necessary to convene a 'brainstorming' session (recommended earlier), the purpose of which was to determine if such procedures were apropos to the OSS, and he has re-decided that they should be. Some internal 'political' considerations however pertain to his upcoming 'retirement' and thus lack of any sincere interest in arguing the case, thus explaining his ability to 'reverse' so rapidly. However, the process mapping, per se, should address and highlight many of the issues raised (by Mrs. Nada Vidic), so we will be in a better position to make judgment.

After spending a great deal of time, one-on-one, Ana Jovicic, 'now' seems to understand the intent of these process maps but, more importantly, 'why' a 'map per procedure' is very important for the eventual NSU implementation and reorganization/OSS aspect. She agreed to adopt this approach and also to communicate our 'needs' to other departments. Ana Jovicic, also took responsibility to develop the process maps that fall under Mrs. Nada Vidic.

General Administration Department – Meeting # 1

We spent much time with Mrs. Olivera Cebedjini (Expert Associate of General Administration) to go over and discuss the process mapping requirements. She agreed with our 'needs' and our 'requirements' to develop individual process maps by procedure.

OSS

This coming Thursday, June 5th, along with Daniel Solaja, and accompanied by the Deputy Mayor, Dusan Ninkovic, to view the actual OSS planned (and temporary) location. This has been scheduled for 08:30am, for 30 minutes.

Date: 5th June, 2003 – Day #05 (Thursday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Daniel Solaja, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
DERVENTA Mrs. Ana Jovicic (Economy and Social Activities),
Mrs. Olivera Cebedjini (General Administration)

Process Engineering Workshop Review Session Recommended

We have asked Daniel to try and schedule a 2+ day workshop in Derventa to finalize the process mapping and to provide a non-work environment during which we will attempt to identify, by process, where efficiencies can be made/recommended. All OSS departments are being asked to participate and during this 'analysis' session, departments will review not only their own but other departments' procedures. This offers the tremendous advantage of using the municipality's own employees, very familiar with 'public-sector' processes/thinking to provide input and suggestions from a 'cross-fertilization' perspective. This will be in addition to any 'questions/observations' on procedures (as an outsider) by PADCO (Welch). Peter Welch's assistant, Sinisa Petrovic will keep track of any suggestions/recommendations made. Following this review, some process maps may be re-done, but the expected majority will only require some manual edits and deletions. It is intended (optional) to get all process maps computerized (word.doc) in the week or so following.

General Administrations Department – Meeting # 2

We spent a great deal of time with Mrs. Olivera Cebedjini (Expert Associate of General Administration) again to continue going over and explaining the nature of these process maps. We went through some examples and discussed how they need to be visually displayed, each step at a time. However, she was asked to 'think' OSS as she develops 'today's' procedures and to 'highlight' where she believes efficiencies and improvements could be made prior to the 'planned' review session. This approach reconciles the slightly different 'schools of thought' between DELUSA that recommends developing process maps 'only' with OSS in mind (given the major time constraints) versus starting with 'as-is' today (PADCO, Sophie Laguény approach) and determining what changes should be recommended. The major problem/risk with 'jumping to OSS' is that it produces, in theory, a derivative product that is neither 'today' nor necessarily 'tomorrow' as the OSS is still a Work In Progress. The reality is that both approaches will probably result in identical process maps, but from two different paths.

Economy and Social Activities Department – Meeting # 3

Continuing from the previous meeting, we met again with Mrs. Ana Jovicic. As above, with Mrs. Olivera Cebedjini, we went through some examples and discussed how they need to be visually displayed, each step at a time. However, she was asked to 'think' OSS as she develops 'today's' procedures and to 'highlight' where she believes efficiencies and improvements could be made prior to the 'planned' review session.

NSU(ITINERIS) meeting and Evaluation of Datanova/ocunove – Tuzla

Attendees: Tatjana Milovanovic, Development Manager, Itineris
Alma Suljetovic, Project Manager, Itineris
Peter Welch, Process Engineering Consultant, PADCO

A full detailed report has been submitted under separate cover

Date: 18th June, 2003 – Day #09 (Wednesday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Daniel Solaja, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
DERVENTA Ms. Brankica Budisic (Public Housing & Utilities)
Mr. Tomo Nagradic (Public Housing & Utilities-Head)
Mrs. Olivera Cebedjini (General Administration)
Ms. Grozda Keser (Constructive Administrative Works)

Public Housing and Utilities Department – Meeting # 1

We spent much time with Ms. Brankica Budisic to go over and discuss the process mapping requirements. Though still relatively new to the process, she understood our needs and requirements. During part of our discussion, the Department Head, Mr. Tomo Nagradic, was also present. In an attempt to expedite the process, Mrs. Olivera Cebedjini (General Administration) and Mrs. Ana Jovicic (Economy and Social Activities) are also assisting in the ‘explanatory’ process along with the OSS. She is meeting with them separately. Next meeting scheduled for 10am, Friday, June 20th. This is intended to be brief, just to ensure that they are on track.

Constructive Administrative Works Department – Meeting # 1

We also spent some time with Ms. Grozda Keser to go over and discuss the process mapping requirements. Though she also is still relatively new to the process, she understood our needs and requirements. Next meeting scheduled for 11am, Friday, June 20th. This, also, is intended to be brief, just to ensure they are on track.

General Administration Department – Meeting # 3

We briefly visited Mrs. Olivera Cebedjini (Expert Associate of General Administration) to go over and discuss the status of the process mapping.

Process Engineering Workshop Review Session:

Given the slightly delayed status in Derventa, this is being re-scheduled for Monday and Tuesday, June 30 and July 1. The purpose behind this workshop is to finalize the OSS process maps and to identify, if any, procedural changes and efficiencies that can be recommended. Some of the process maps are being hand-written and it was suggested to Daniel today to leave these maps ‘as-is’ until the workshop and then have them professionally developed incorporating any workshop changes, or effectively until the workshop all process maps are a WIP/draft version. It will probably take a few days, into early July, at a guess, to have the maps ‘computerized’.

Date: 20th June, 2003 – Day #11 (Friday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Daniel Solaja, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
DERVENTA Ms. Brankica Budisic (Public Housing & Utilities)
Mr. Tomo Nagrađic (Public Housing & Utilities-Head)
Mrs. Olivera Cebedjini (General Administration)
Ms. Grozda Keser (Constructive Administrative Works)

Public Housing and Utilities Department – Meeting # 2

We met again, as scheduled, with Ms. Brankica Budisic to go over and check the status of the process maps. Again, the Department Head, Mr. Tomo Nagrađic, was also present. We were very pleased to see the progress made thus far, although about 12 ‘process maps’ still need to be completed. Fortunately, given the similarity of some of these procedures, the use of ‘copying’ but leaving the ‘differences’ blank will expedite the process significantly.

Constructive Administrative Works Department – Meeting # 2

We met again, as scheduled, with Ms. Grozda Keser to also go over and check the status of the process maps. There is no need to further review with her prior to the ‘review session’.

General Administration Department – Meeting # 4

We very briefly spoke with Mrs. Olivera Cebedjini (Expert Associate of General Administration) to ensure that there is consistency in the approaches being used to develop these ‘process maps’

Next Tuesday, June 24th

We will briefly touch base with all departments (excluding Constructive Administrative Works) to review their status and progress prior to the ‘review session’, scheduled for next Friday and Monday.

PETER WELCH
Padco, Inc. Brcko District
North-East Bosnia LGSA
Project #0215

DAILY LOG OF PROJECT ACTIVITIES

Date: 16th June, 2003 – Day # 07(Monday)

Location: ODZAK

X

Meeting with Municipality

Attendees: PADCO Peter Welch, Process Engineering Consultant
Sinisa Petrovic, Translator and Driver
ODZAK Mr. Ilija Pandurevic (Chief, General Administration)
Mrs. Senada Osmanovic (Property/Legal Works)
Mrs. Ankica Jaric (Urbanism Department)

General Administration – Meeting # 1

We spent considerable time with Mr. Ilija Pandurevic (Chief, General Administration), going over and discussing the process mapping requirements, along with the OSS. Though he had been ‘instructed’ by DELUSA he expressed considerable preference for an approach that started with ‘today’ as the base-line. He said he would recommend to the Mayor that we use this approach. We will stop by and check the status, this coming Friday, June 20th.

Property/Legal Works Department – Meeting #1

Urbanism (Planning and Construction) – Meeting # 1

A joint meeting was held, continuing into the afternoon, with both Mrs. Senada Osmanovic (Property/Legal Works), Mrs. Ankica Jaric (Urbanism Department). The Chief, General Administration, Mr. Ilija Pandurevic was also present during our discussions. We believe that Mr. Ilija Pandurevic position/status and an already familiarity with our process mapping requirements and OSS would expedite the discussions. As before, we spent considerable time, going over and discussing the process mapping requirements, along with the OSS. We will stop by and check the status, this coming Friday, June 20th.

Date: 20th June, 2003 – Day #11 (Friday)

Meeting with Municipality

Attendees: PADCO Peter Welch, Process Engineering Consultant
Sinisa Petrovic, Translator and Driver
ODZAK Mrs. Senada Osmanovic (Property/Legal Works)
Mrs. Ankica Jaric (Urbanism Department)

Property/Legal Works Department – Meeting # 2

Urbanism (Planning and Construction - Meeting # 2

A joint meeting was again held with both Mrs. Senada Osmanovic (Property/Legal Works) Mrs. Ankica Jaric (Urbanism Department). Both individuals were making excellent progress towards completing the process maps. Given the financial status of the Municipality, a forced 'vacation' next week may cause some delays, uncertain at this juncture.

Meeting on June 24th

Focused on Mr. Ilija Pandurevic (Chief, General Administration), making sure he is on target and developing process maps in the manner prescribed. Additionally, we also tried and touched base again with Mrs. Senada Osmanovic (Property/Legal Works), and Mrs. Ankica Jaric (Urbanism Department).

PETER WELCH
Padco, Inc. Brcko District
North-East Bosnia LGSA
Project #0215

PROCESS ENGINEERING WORKSHOP(S)/BRAINSTORMING SESSIONS

Date: 25th, 26th, and 27th, June, 2003

Locations(s): ZVORNIK ☒ and DERVENTA ☒

Attendees:	PADCO	Peter Welch, Process Engineering Consultant Snezana Nikolic, Municipal Coordinator Daniel Solaja, Municipal Coordinator Sinisa Petrovic, Translator and Driver
	ZVORNIK	Mr. Enver Sabirovic – General Administration Department Mr. Nenad Stankovic – Department for Environmental Planning (Urbanism Dept.) Mrs. Mirjana Maksimovic – Department for Veterans and Disabled Persons Protection Mr. Mitar Perusic – Department for Economy and Social Activities Mr. Veljko Veljancic – Department for Housing and Public Utilities Works Mr. Danijel Milosevic – Department for Economy and Social Activities-Economy Section – Inspections Mr. Milos Pantic – Department for Housing and Public Utilities Works
	DERVENTA	Mrs. Olivera Cebedjija (General Administration Dept.) Mrs. Marija Lazarevic (Head, General Administration Dept.) Mrs. Ana Jovicic (Economy and Social Activities Dept.) Mr. Ljubinko Stefanovic (Head, Economy and Social Activities Dept.) Mrs. Grozda Keser (Environmental Planning/Urbanism Dept.) Mr. Slobodan Sakotic (Head, Environmental Planning/Urbanism Dept.) Mrs. Brankica Budisic (Housing and Public Utilities Dept.)

Executive Summary:

These ‘workshops’ (both Zvornik and Derventa) were, by all considerations, very successful and achieved beyond what could have been expected. Though the final outcome, per se, shifted slightly from the original ‘thinking’, what was achieved was definitely much better, as can be seen from the attached detailed minutes. These ‘minutes’ should be mandatory read prior to implementing/introducing the OSS to any other Municipality. The comment that, ‘much of what we do and accomplish in the business of providing advise to BiH governments is based on hands-on being there with the clients showing interests and helping as necessary,’ was clearly mirrored by this venue that provided an opportunity for a free and open dialogue.

Earlier thinking, before the process maps had been completed, was that ‘efficiencies’ by way of either workflow simplification and/or ‘revisiting’ required documentation, though still an overall goal, became more focused on just ‘questioning’ the required documentation; the ‘spirit and intent’ behind Municipality’s application and interpretation of R.S. laws; and the functioning of the OSS.

In Derventa, both Mr. Ljubinko Stefanovic (Economics Head) and Marija Lazarevic (Head of General Administration and OSS Working Group) expressed explicitly that they thought that ‘required documentation’ could be simplified. It was very pleasing to hear that stated by these Department Heads.

The issue of ‘spirit and intent’ applies very specifically to the Economics Department of both Municipalities with respect to documentation and the role of the Inspectorate. This ‘department’ has the opportunity to both help the SME flourish or project an autocratic attitude and discourage entrepreneurialism.

The model, per se, for a ‘simple-procedure’ embraces the following components:

- Customer comes to the OSS window and presents documentation
- The clerk enters all information, including required documentation, into either DataNova or DocuNova **
- Additional steps (if any), reflected by workflow, ‘sends’ the information, including attachments, to only one or two department(s) requiring minimal processing **
- The ‘decision’ is then re-routed back to the OSS and the clerk informs the customer and/or prints out the ‘decision’, after notarizing/signing

With the exception of a few procedures (that were discussed), the majority were all considered, using this model, as being ‘simple’ and, as such, did not justify extensive discussions. These simple procedures, by definition, are already appropriately ‘efficient’. As not all procedures were originally considered to be applicable to the OSS, it is a probability that some more complex procedures perhaps may still remain to be transitioned. However, notwithstanding this, provided there is ‘no reason’ for customers, in the future, to ever come directly to a department, the purpose and intent of the OSS will remain functionally intact. There are ‘some’ considered exceptions to this rule, as reflected in the detailed minutes.

Contributing to this ‘initially’ surprising lack of ‘complex procedures’, however, is, the use of computerization/software (and the above model**). Under existing procedures today, pre-OSS, and where multiple departments are involved, the customer was required to essentially ‘repeat’ required documentation procedures. Thus, between repeating ‘input-documentation’ procedures along with ‘having to go to several departments’ (now defined as workflow) would certainly have defined a complex procedure. Under our model, however, between a workflow involving just one or two departments along with computerization has essentially ‘simplified’ many of today’s procedures; because the same data will now be accessible automatically across multiple departments. These benefits have been referenced several times in the detailed minutes.

Another and very valuable discussion, led primarily by Mr. Enver Sabirovic (Zvornik), was on the very nature and intended functioning of the OSS. This venue, as a surprising benefit, also offered the opportunity to bring all ‘departments/participants’ into the same fold and clear up any misconceptions or confusions. The same applied to Derventa, with Marija

Lazarevic, who heads up the OSS working group, leading a discussion in that area. A surprise, in Derventa was to learn that the Urbanism Department had misunderstood the nature of the OSS and excluded procedures clearly appropriate for the OSS. This will be corrected very shortly with process maps being submitted next week.

In order to facilitate a smooth and uninterrupted discussion, void of language translations, the majority of the 'workshop' was in the local language with periodic involvement and/or where questions/issues were specifically directed. Though some concerns with respect to 'voluntary' involvement existed prior to the meeting, the outcome and discussions clearly demonstrated a very active and vocal participation. Each was asked, where appropriate, to present their 'complex' procedures to the group and then open up the floor for discussions and comments.

Municipality Comments:

Mr. Enver Sabirovic – Head, General Administration Department

Workshop on Flowcharts for Processes within Department for General Administration Zvornik, held on 6/25 and 6/26/2003, organized by PADCO, was extremely well organized and prepared. Workshop was targeted to provide assistance to municipal administration Zvornik in developing more efficient processes in municipal departments that would facilitate and speed up realization of rights of physical and legal persons. All departments of Municipal Administration Zvornik participated in the workshop. Participants worked in teams and they had opportunity to comment procedures of municipal departments. Discussions were very constructive and informative. Conclusion made at the end was that all procedures are completely or partially justified, they are within the legal framework, they will be further applied, and changes that will result from technical equipment (software) will speed up procedures.

Detailed Meeting Minutes:

The following, with some minor edits, are the minutes prepared by Sinisa Petrovic. These reflect the very detailed and interesting discussions that took place with some unnecessary and minor details being excluded. One interesting observation is the references to the 'law'. Any law, per se, is subject to interpretation and that perspective can change over time as the environment, common usage and conditions change. It seems that perhaps the tendency sometimes is to use a 'rigid' legal and 'old' interpretation for political convenience rather than be more open to a current definition that would still be 'legally compliant'. Any court system today can only adjudicate based upon current usage of certain words and today's meanings and going into the 'minds' of the original lawmakers, vis-à-vis, statutory interpretation.

Zvornik – June 25th (Day 1)

The first one to explain the procedures of his department was Mr. Nenad Stankovic from Urbanism. He, step by step, described the procedure to obtain Urbanism Approval (a very complicated one). In order to obtain the document, a customer needs to provide many other documents from other departments, namely from Economy/Inspections (sanitary clearance as to location for example). At that point Mr. Perusic, Mr. Sabirovic, and others entered into discussion regarding the necessity of separately obtaining three kinds of Sanitary Clearance (approval/license). Mr. Perusic addressed the issue of all those clearances being costly for customers. Mr. Stankovic agreed that some of them were exceptionally expensive, but they

were prescribed by law. Mr. Sabirovic asked if all three clearances (sanitary clearance of the location; ~ project; ~ usage) could be somehow combined or done at the same time. Mr. Stankovic explained that all those clearances had their specific purpose (usage clearance for example is obtained after a building has been finished to make sure that the applicant/constructor complied with the project documentation that he submitted with his application) and cannot be combined into one simplified procedure without seriously changing law regulations. He says that the procedure to obtain, for example, Urbanism Approval can be relatively fast and smooth unless it infringes some rights of other people (neighbors). A complaint will always considerably prolong the procedure because the Law on Administrative Procedure prescribes how to deal with those issues (interviews with the applicant, complainant, etc).

At this point the discussion went beyond the particular document (Urbanism Approval), and was generally about all other (very similar) documents issued by Urbanism Dept. Mr. Stankovic says that his department (Urbanism) already simplified procedures as much as it was possible. He said that a precondition for the obtaining of an Urbanism approval is various other clearances/approvals from other municipal departments or institutions. The law says that the Urbanism Dept., acting at a customer's request, in its official capacity, has to obtain those clearances on behalf of the customer. Many years of practice have proved that the other way is much more efficient. Instead of Urbanism Dept. officially requesting clearances from other bodies, they leave that role to customers. All other participants at this meeting agreed that it is indeed a much faster way. The point is that those official requests are usually delayed while being sent through official bureaucratic channels, while the customers are directly motivated and interested in obtaining those clearances, so they will apply for them without any delay and obtain them much faster than it would be the case with those requests being officially sent by the Urbanism Dept. on behalf of the customers. Besides, those clearances must be paid for (as mentioned above, some of them are very expensive), so if the Urbanism Dept. "apply" for them on behalf of the customer, the question in who will pay for them? The municipality and then ask the customer for reimbursement? That would only additionally complicate and slow down the procedure. At moments Mr. Sabirovic almost aggressively questioned the Urbanism Dept.'s procedures but was eventually assured by Mr. Stankovic's arguments that the steps in those procedures could not be eliminated or simplified without changing laws. All other participants agreed.

Then Mr. Veljancic spoke (Housing and Public Utilities Works). He says that his three procedures are relatively simple. He described them and the participants agreed that there is nothing to simplify there and that it is only computerization that can provide more efficiency.

Then Mrs. Mirjana Maksimovic spoke (Veterans/Disabled). Her department is dealing with veterans, war disabled, killed, and their families. Compared to some other departments, her procedures are much more complicated and involve a lot of interaction with other institutions. They also involve appointing of certain medical committees, and involvement of bodies at the Ministry level. She says that the Law on Administrative Procedure prescribes that required input documents can be obtained either by applicants, or by her department acting upon the applicant's claim/request. Like in the previous discussion she says that the latter way is much slower and that applicant themselves obtain those documents much faster than it would be the case with the department officially requesting it from other institution. She started to describe the procedures.

Soon Peter triggered a discussion about document scanning versus dealing with original hard copies. Some participants at the session argued against scanning, their argument being that in such procedures a case file will often be forwarded to a Ministry or other institutions and

according to law, they have to deal with originals or verified copies. Mr. Sabirovic immediately understood what Peter was talking about and suggested a possible scenario in which scanners can be used to accelerate such procedures. A customer hands required input documents to a clerk at a window. The clerk scans the documents and sends them electronically to relevant employee/department while keeping the received hard copies (case file formed) in the One Stop Shop filing office/facility. While the case file sits temporarily stored at the OSS, its digital image is in the computer network, readily accessible/available/printable for anyone involved in dealing with the request/case. Mr. Sabirovic familiarized the others with the legislation about using of software for Registry Book services (births, deaths, etc.). Mr. Stankovic argued that often the chief of a department would have to sign a paper from the case file and it would not be convenient and practical for him to run downstairs to the OSS every time something had to be signed or approved. After a short discussion and approaching the issue from different angles, the participants agreed that it was not impossible that approvals or signatures could be done electronically. When our OSS clerk gets that “electronic” approval, he can print out the required number of copies, stamp it, give the decision/certificate to the customer, insert another verified copy in the case file, and finally archive the case file (like they do today).

Mr. Veljancic observed that such equipment would reduce the number of customers roaming the corridors of the Municipality building, bursting into offices, inquiring when their claims will be finally decided on, etc. Mr. Sabirovic added that with such computerization and easy access to a “virtual” case file by all participants involved it would be easy to schedule appointments and avoid situation of impatient applicants randomly coming to bother clerks about their claims. Mrs. Maksimovic reminded the participants that sometimes a procedure required that the applicant (or members of his family) be interviewed, their statement taken and signed. Mr. Stankovic said the same about his department. Mr. Sabirovic responded that the existence of the OSS would not mean that the doors of the Municipality building would be closed for customers and that there would of course be cases when customers would have to visit certain departments regarding certain issues. Mr. Sabirovic reminded the others that there would be a discretion room in the OSS. Mrs. Maksimovic reminded the others that the law prescribes that her office is her workplace and the law prohibits her to leave her workplace so she could not go to the discretion room to interview applicants. Mr. Stankovic says that we must be careful because there may be a tendency to start using the discretion room to carry out administrative procedures, which should not be a place for conducting of administrative procedures because they require certain conditions that cannot be met in the discretion room. Mr. Sabirovic mentioned an example of the Municipality building in Bijeljina. It is very well organized, everything is scheduled and appointed so they do not allow people in without appointments.

Zvornik – June 26th (Day 2)

Four “complex” procedures had not been yet discussed: three from Urbanism Dept, one from General Admin. Dept. and one from Economic Dept. Mr. Stankovic (Urbanism) started explaining the procedure to obtain Building Permit. It was a lengthy speech but did not inspire too much questioning by other attendees, as they had exhausted all questions the day before when Mr. Stankovic explained the Urbanism Approval procedure, which is basically very similar, although more complex than the Building Permit procedure. In the Building Permit procedure there is no interaction with the other attendees’ respective departments. There is some interaction with the Finance Dept. and it will be improved by computerization. No attendees could recognize any potential for flow simplification or elimination of certain steps, but again everybody recognized the benefits of computerization for citizens applying

for a Building Permit (or Usage Permit). It is likely that a customer requesting an Urbanism Approval will at some point return to the Urbanism Dept. requesting this time a Building Permit. The law says that one of the input documents for the Building Permit is the Urbanism Approval. The future clerk will on his computer access a database and get the previously uploaded Urbanism Approval, so the customer will not have to go through the procedure of getting the Urbanism Approval again. Mr. Stankovic says that the existence of a computer database and properly set up network would significantly shorten and simplify the procedures in his department. Mrs. Maksimovic (Veterans/Disabled) says that the same can be said about the procedures of her department, because her customers often apply to her department more than once, because they want to exercise multiple rights and entitlements. For each of them they have to apply separately and present a number of input documents. Some of these required input documents (birth certificates, death certificates, certificates by army, police authorities, etc) will be the same for various requests. The law says that if the required documents are obtained from the same institution (the municipality) then the municipal body/department should obtain them in its official capacity on behalf of the customer rather than asking the customer to obtain them and attach them to his request. Computerization would eliminate all delays caused by the need to present input documents that were already submitted by the customer when he was previously applying for some other entitlement, so the customer would have to provide only those documents that are specific for his particular current claim and all others would be instantly accessed in the database. Mr. Milosevic (Inspections) pointed out another benefit of computerization. If for example somebody, having constructed a building, applies for a Usage Permit he is obliged to attach to his application, together with other documents, the Building Permit. If he happened to lose the Building Permit (obtained many years ago, before he started construction works), he will have to apply to General Administration Dept. to search in their archive and obtain a copy from the archived case file. Not only is it time consuming, but also involves paying of administrative taxes and expenses of the General Admin. service. It is obvious that computerization would totally eliminate those negative aspects because all documents from previous case files would be readily available and accessible.

Mr. Sabirovic described one of his procedures that he thought to be a little more complicated. The whole procedure is done within his departments with no interactions with other departments. Peter pointed out that it still does not mean that the procedure cannot be simplified, because although the case file does not go from one department to another, it could still unnecessarily go from one clerk to another within that same department. Mr. Sabirovic says that it is not the case with the procedures in his department and added that the procedures will be accelerated through computerization. For example, the procedure to obtain a birth certificate is very simple. The problem is that customers sometimes have to travel to obtain it, because it can be issued only after a clerk has searched and found the entry in the registry book. Books, unlike a computer database, can be at one place at a time. When the database is created and all Registry Books field outlet offices are connected to the network, a customer will not have to travel to obtain such documents.

Mr. Milosevic (inspections) says that his procedures are relatively simple, although they involve going to the spot and examining things. Those procedures are of such a nature that cannot be significantly shortened even by computerization, at least not in the fashion that it would be beneficial to other departments. He says that the bottleneck for the procedures in his section is lack of typists and typewriters. Computers would enable that the decisions would be written and issued more promptly and could be written by the clerks dealing with the case instead of relying on typists, who often service several departments, to do the typing.

Mr. Milosevic (Economy) undertook to describe the complex procedure from that department. The document at issue is Certificate of fulfillment of minimum technical conditions. Peter entered into a discussion about business and entrepreneurship and asked how many of those requirements were prescribed by law. Mr. Milosevic said all of them. Mr. Sabirovic explained that the law prescribed the general requirements and specific requirements and that there is no room for interpretation of these regulations. In response to some of Peter's questions Mr. Milosevic said that they are trying their best to help the customers and are really flexible even to the extent of tolerating if some of the required input documents are not attached to the request. He also indicated that they always promptly respond to applicants' requests.

Derventa – June 27th

Peter asked the attendees how many “complex” procedures they had.

General Admin.	2 procedures, namely Change of Name, and Citizenship.
Housing Dept.	2 procedures, namely Permit to Display Goods, and Occupation of Public Grounds.
Economic Dept.	11 procedures that can be consolidated into 2
Urbanism	0 ??

In response to Peter’s introductory comments, Mr. Stefanovic, Chief of Economy Dept. started the discussions. His opinion was that in some cases customers are asked to provide documents that are not relevant to the document they applied for. He mostly talked about business applications, and he attacked input documents such as Certificate of Business Ability, Certificate from the Employment Bureau, and Medical Certificate. He questioned relevance of some of them but he had to admit that they were prescribed by law so they could do nothing about it. He gave an illustrative example of a company opening a chain of stores, and for each application the company has to present complete input documentation, not just the documentation specific to the current request. He described the difference between physical and legal entities (persons) and complained that there is certain discrimination against legal entities when it comes to penalties for various (e.g. sanitary) violations. There was a discussion about that and Peter talked about the American business model and everyone agreed that the local laws and regulations were choking the economy. Then the discussion shifted to the issue of legislation. Peter talked about legislator’s spirit and intent. Mrs. Lazarevic concluded at the end that the laws should be interpreted liberally and that there is room for discretion and flexibility without breaking the law.

Mrs. Budisic (Housing/Public Utilities) described two very similar procedures: Permit to Display Goods, and Occupation of Public Grounds. She elaborated the latter. The delaying factor for customers is the fact that they have to obtain certain documents from the Urbanism Dept. Computerization would solve that problem. So would a link to the Tax Administration. With regard to interpreting the law, that was previously discussed, she said that her department is very flexible and tries to simplify the procedures as much as possible. The Occupation of Public Grounds Permit deals with outdoor drink establishment seasonable during the summer. More or less the same applicants apply to the department every year. Mrs. Budisic knows them and their requests from previous instances, so she does not ask them to submit all input documents prescribed by the law. She says she can afford such latitude because she knows that she will not be wrong (she just has to make sure that nothing changes in the Urbanism Plan of that particular area). In other words, if last year a person obtained a permit to establish a summer bar at a sidewalk and submits an application this year as well, Mrs. Budisic will grant his request even without asking him some of the input documents because she knows that nothing changed in the Urbanism Plans that could affect the applicant’s request.

Next, Mrs. Jovicic (Economic Dept.) explained her procedures, which are mostly related to business. A customer must collect a number of input documents, but what was interesting to us is that one of them (Usage Permit) is issued by the Municipality (Urbanism Dept.). Mrs. Jovicic said that computerization will be a great help in that area. Three of the attendees, Ana Jovicic, Brankica Budisic, and Grozda Keser started a very interesting and intense discussion about one particular problematic issue. In the town of Derventa, there are a few large buildings with business premises in them (shopping centers/malls). Those business premises

are being rented out by their owners to persons interested in running business (shops, stores, cafés, etc.). To do that, beside other input documents, applicants need to attach Usage Permit of the business premises in which they will run business. What Mrs. Budisic suggested to Mrs. Jovicic goes as follows: When those large buildings (shopping centers) were finished, the Usage Permit was obtained for them (for the whole building and therefore for each individual unit in it). What Mrs. Jovicic should have done is just to keep a copy of those Usage Permits so when an applicant wants to open a shop or whatever, there will be no need for him (or Economic Dept.) to go to Urbanism Dept. to obtain the Usage Permit. Mrs. Jovicic said that there is a filing and archiving system established in the municipality administration and it is not practical for her to keep additional copies of documents that she may or may not ever need. Mrs. Budisic agreed, but clarified that the copies that she suggested would not be too many, because there were only a few of those large shopping centers/malls and they could come in very handy owing to large number of applicants that were likely to apply for running of business in those business premises. Mrs. Budisic's approach is very flexible, she does not break the law but she does not follow it to the letter either, because she wants to make it easier for customers (and for herself as well), so she keeps copies of certain frequently sought after documents thus shortening her procedures to a certain degree. Mrs. Lazarevic says that in the current situation, under the current legal frame, and under the current technical condition, a lot depends on an employee's personal attitude towards work and customers. Some employees are more comfortable strictly applying law regulations but others can identify some room for improvisation and out of the box thinking and help the customers (and themselves in the long run).

Mrs. Cebedjija (General Admin.) said that the more complex, would be the "change of name" and "citizenship" procedures. The former involves an interview with the applicant, and the latter involves sending the decision draft to the Ministry of Civil Affairs for approval. She works practically in the same office (although she has some separation) with the Protocol Function (Filing Office) and that is very convenient both to her and her customers. Requested documents are issued in shortest time possible. The problem is that the Registry Books (births, deaths, marriages) are dislocated. During the war, Derventa changed hands several times. At some point, the Registry Books were retained by 'one-side' and ended up in Slavonski Brod, Croatia. Currently, the Municipality has access only to Registry Books data relating to the town area, but the Registry Books for the rest of the Municipality of Derventa are in Slavonski Brod, Croatia. That of course causes problems for applicants that want to obtain certificates, and Mrs. Cebedjija and her colleagues try repeatedly to raise that issue on a higher level (Ministry, Entity, State) but to no avail. The two countries (BIH and Croatia) cannot make an agreement and citizens on both sides are suffering.

We were surprised to hear that the Urbanism Dept. had only four simple procedures, because we know from our experience from Zvornik municipality that the Urbanism Dept. has the most complicated procedures. Discussion that ensued revealed that whoever had been making decision which documents from the Urbanism Dept. should be included in the OSS had not thought in terms of documents/procedures but in terms of employees. In other words he must have understood that the including of some "most popular" documents would mean sending the processing clerk to the one stop shop. As the result, only some peripheral documents were selected while the most wanted (Urbanism, Building, Usage Permit, etc) were left out. Mrs. Keser was not involved in any decision-making so she could not do anything about it. Other attendees explained to Mrs. Keser how they understood the OSS concept, and expressed surprise that some frequently sought after documents from the Urbanism Dept. were not included. They said that one of the benefits of the OSS that customers would not come any more to their office where the administrative procedure was conducted and that they can

apply and get what they want at the OSS. Clerks from several departments will probably do their job (administrative procedure) in the same office (free of customers) and if people requesting Urbanism, Building, Usage, etc. permits continue to come to the office, little will be accomplished. Mrs. Keser agreed but being just an employee she does not have the authority to incorporate additional documents to the existing list of the Urbanism Dept.

Mrs. Lazarevic took the initiative and said that at next Tuesday's Staff Meeting that she, as the Chairperson of the Working Group, would propose to the Deputy Mayor that additional documents of the Urbanism Dept. be included and process maps prepared.

END.

PETER WELCH
Padco, Inc. Brcko District
North-East Bosnia LGSA
Project #0215

DAILY LOG OF PROJECT ACTIVITIES

Location: ZVORNIK ☒ DERVENTA ☐

Date: 2nd June, 2003 – Day # 02 (Monday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Snezana Nikolic, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
ZVORNIK Mr. Enver Sabirovic, Head of General (Economy and Social
Activities), Administration
Mr. Stevo Jovic, Chief of Reception, Field and Archives Office

General Administration Department – Meeting # 1

Had an excellent and very productive meeting, all day, with Mr. Enver Sabirovic (and Mr. Stevo Jovic). Since the prior introductory meeting (Sophie Laguëny), last week, a complete listing of all documents had been prepared and today's meeting was aimed at identifying those documents pertaining to the OSS and differentiating between those relatively 'simple' procedures compared to the more complex ones. He also went to great length to explain the background to the procedures given the lack of prior exposure. Additionally, we were given a 'tour' of the department that highlighted visually why both the OSS, and especially the computerization, are so badly needed. The 'highlight' of the day was to actually see that DATA/NOVA, with respect to the "Births" register database, was already in process of being created. That provided encouragement to the hope that 'workflow' as envisaged will be part of the eventual implemented solution, along with electronic signatures/approval.

It was stressed that, from a 'process engineering' prospective, the following steps are required:

1. Develop the process maps (the steps) on an 'as is' basis – these must be prepared to ignore, for now, the OSS
2. the processes that are strictly in adherence (meet the requirements) with the laws (Entity and/or Council) need to be 'highlighted' (if possible, referencing the Legal codification/statutes
3. the 'processes' that will be either consolidated or eliminated through the application software (DOC/NOVA) needs to be identified
4. all remaining (if any) 'processes' (steps) by deduction are those remaining that are either 'historically' inherited (within the former system) or incorporate redundancies – these will be the primary focus of 'process engineering' efficiency recommendations (it is probable that many of the 'unnecessary' steps may be related to the requirement for forms and documentation not required by statute)

The 'process-mapping' as such (one for each procedure), along with the required levels of details, are crucial to both the 'organization' initiatives as well as the NSU software implementation. It would, at this juncture, be a mistake to attempt and/or recommend any shortcuts. The software considerations, that are unique to each and every 'procedure,' will rely totally on the 'process-maps' to guide the needed 'attached' databases and documents (input and output) that should be available on a drop-down menu-driven basis.

Many procedures are 'almost identical' except for the 'output' document, that alone make it a unique procedure. A summary and/or consolidated procedure can be developed that reflects such 'commonalities' but these summaries are inappropriate for software/database purposes. Any perceived time savings upfront will probably be negated by extended software implementation issues arising from using any 'summarized' procedures.

Date: 4th June, 2003 – Day # 04 (Wednesday)

Attendees:	PADCO	Peter Welch, Process Engineering Consultant Snezana Nikolic, Municipal Coordinator Sinisa Petrovic, Translator and Driver
	ZVORNIK	Mr. Veljko Veljancic (Expert Associate – Housing and Public Utilities) Dragan Jevtic (Department Head), Environmental Planning Henad Stankovic (Expert Associate), Environmental Planning

Housing and Public Utilities – Meeting # 1

We spent a great deal of time with Mr. Veljko Veljancic going over and discussing the process mapping requirements, along with the OSS and which procedures are appropriate, both simple and complex. He discussed and explained the detailed background on how the Department works and issues existing within Bosnia with respect to refugees etc. He agreed with our 'needs' and our 'requirements' to develop individual process maps by procedure. The Department's Clerk for Ecology (Environmental Protection), Mr. Milos Pantic (absent) will be responsible for developing these process maps. Snezana Nikolic will be coordinating with Mr. Milos Pantic on Monday, June 9th.

Environmental Planning (Urbanism) – Meeting # 1

Mr. Dragan Jevtic (Department Head)

We spent some time with Mr. Dragan Jevtic, going over and discussing the process mapping requirements, along with the OSS. He introduced us to Mr. Henad Stankovic (Expert Associate) with whom we discussed, in detail, which procedures are appropriate, both simple and complex. It was left unclear who will be responsible for developing these process maps though we indicated that the end of next week (week-ending June 13 was the target). Snezana Nikolic will be coordinating this with Mr. Dragan Jevtic on Monday, June 9th.

DELUSA and PADCO Meeting

We also had a lunch meeting with DELUSA, Jeffrey Fanning (Principal & General Director) and Haris Catic, Process Engineer to clarify and understand our two approaches to the process mapping. DELUSA is opting, due to time constraints, for a slightly different 'school of thought' that recommends developing process maps 'only' with OSS in mind versus starting with 'as-is' today (PADCO, Sophie Lagueny approach) and determining what

changes/efficiencies should be recommended. The major problem/risk with ‘jumping to OSS’ is that it produces, in theory, a derivative product that is neither ‘today’ nor necessarily ‘tomorrow’ as the OSS is still a WIP. We agreed that in reality, both approaches will probably result in identical process maps, but from two different paths or thinking. Our joint concern was not to create any ambiguity or inconsistency in our ‘models’. Most municipality employees, charged with developing the maps, will in all probability opt for the ‘today’ approach as it is logically what they understand and are most familiar.

Postscript:

[After the recent NSU meeting (June 5th), it is now clear that everything ‘today’ must continue ‘as is’ plus it will be necessary to initially duplicate all work efforts. From this perspective alone, starting with ‘today’ does make the most sense as any so-called inefficiencies identified currently will be effectively re-labeled as ‘software’ inputting. There will be a very long and frustrating transitional period here!]

Date: 6th June, 2003 – DAY# 06 (Friday)

Attendees:	PADCO	Peter Welch, Process Engineering Consultant Snezana Nikolic, Municipal Coordinator Sinisa Petrovic, Translator and Driver
	ZVORNIK	Mrs. Zorica Krstic – Inspector for Agriculture and Water Resources Management Mr. Slavko Cvjetinovic – Trade Inspectors Mr. Svjetlana Petkovic – Trade Inspectors

Economy and Social Activities – Division for Inspections – Meeting # 1

We spent a great deal of time going over and discussing the background and nature of the Inspection Department’s work, procedure by procedure, and which are appropriate for the OSS, both simple and complex. The department’s procedures can be analyzed as:

1. Agricultural and Water Resources Management
2. Trade Inspection
3. Transportation Inspection
4. Sanitary (Health) Inspection
5. Business Permits (scheduled for continuation next meeting – June 11th)

Of most departments visited, thus far, the Inspection division seems to be rife with multiple seemingly redundant procedures, almost having procedures approving procedures. When asked towards this end, the Inspector basically said ‘I don’t know why’?

Process Engineering Workshop Review Session Recommended

We have asked Snezana to try and schedule a 2+ day workshop in Zvornik to finalize the process mapping and to provide a non-work environment during which we will attempt to identify, by process, where efficiencies can be made/recommended. All OSS departments are being asked to participate and during this ‘analysis’ session, departments will review not only their own but other departments’ procedures. This offers the tremendous advantage of using the municipality’s own employees, very familiar with ‘public-sector’ processes/thinking to provide input and suggestions from a ‘cross-fertilization’ perspective. This will be in addition to any ‘questions/observations’ on procedures (as an outsider) by PADCO (Welch).

Peter Welch's assistant, Sinisa Petrovic will keep track of any suggestions/recommendations. Following this review, some process maps may be re-done, but the expected majority will only require some manual edits and deletions. It is intended (optional) to get all process maps computerized (word.doc) in the week or so following.

Date: 17th June, 2003 – Day# 08 (Tuesday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Snezana Nikolic, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
ZVORNIK Ms. Ruza Ostojic (Economy Dept-subdivision)
Ms. Milena Ristic (Veteran & Disabled Persons)

Economic Department (Sub-Division) – Meeting # 1

We spent some time with Ms. Ruza Ostojic, going over and discussing the procedures within that department. Many relate to 'unbelievably' 'big-brother' type autocratic control over its citizens. Some have a modicum of acceptability, others are beyond belief. It is 'claimed' that such controls stem from the so-called 'gray-economy' but it is far more likely that they seriously depress 'all' aspects of the economy and certainly any entrepreneurial drives. Unfortunately, they probably have a basis in law and we can only, at this juncture, recommend changes, if any, to apparent procedural inefficiencies.

Veteran and Disabled Persons – Meeting # 1

Later, we met with Ms. Milena Ristic and spent some time going over and discussing the procedures within that department. All this background data is critical for evaluating and determining whether any suggested changes could be made from a 'reengineering perspective' as we approach the workshop/brainstorming session in the next week or so. To date, this department is likely to have the least perceived number of suggested changes given both the political and 'human' side of these procedures relating to the War!

Date: 19th June, 2003 – Day # 10 (Thursday)

Attendees: PADCO Peter Welch, Process Engineering Consultant
Snezana Nikolic, Municipal Coordinator
Sinisa Petrovic, Translator and Driver
ZVORNIK Mr. Enver Sabirovic, Head of General (Economy and Social Activities), Administration
Mr. Veljko Veljancic (Expert Associate – Housing and Public Utilities)
Mr. Milos Pantic (Expert Associate – Environmental Protection)

General Administration Department – Meeting # 2

We met with Mr. Enver Sabirovic to review the flowcharts and technicalities pertaining to the General Administration Department. It was very productive and an excellent pre-discussion to the Workshop.

Housing and Public Utilities – Meeting # 2

Similar to above, we also met with both Mr. Veljko Veljancic and Mr. Milos Pantic to review the flowcharts and technicalities pertaining to the Housing and Public Utilities Department. Again, it was very productive and an excellent pre-discussion to the Workshop.

Process Engineering Workshop Review Session

This is being scheduled (to be confirmed) for Wednesday, June 25th and Thursday, June 26th.

Relative to “any” process engineering recommended procedural changes and efficiency improvements, two clearly identified candidates for such improvements have now emerged. This ‘thinking’ transcends all departments and processes. It is now very clear that regardless of ‘departmental/political labeling’ and procedural descriptions across the Municipalities, the commonality of all procedures could be bundled under one roof, so to speak.

The basic ‘simple’ procedures, by definition, are highly unlikely to contribute anything to efficiency improvements and, as such, ought not to take up review time, simply because they do not merit such attention. These procedures are perfect for ‘computerization’, and the OSS, and once the ‘written’ requirements are eliminated (in process) and the database uploading is completed, these procedures, per se, should take ‘minutes’ to complete.

The subsequent ‘process-analysis’, from a macro perspective, results in only two possible areas, so-called, ‘complex-procedures’, where serious improvements could be identified.

- The requirements for individuals/departments to be involved and/or contribute to the decision – are they effective or unnecessary?
- The requirements for ‘input documents’ to be reviewed as part of any decision, along with any ‘internally’ generated paperwork – are all these input documents dictated by law and to what extent does internal documentation contribute positively or negatively to the end-result?

The end-result should be ‘legally defined’ such that any procedures, on a drill-down basis, serve only to meet that objective.

The OSS environment, from a procedural perspective, will mirror efficiency or inefficiency to the extent that ‘workflow’ is being generated to create the end-result. The objective of these ‘workshops’ is thus to attempt to identify the ‘justification’ of individuals/departments to the process along with the legal codification, if any, that supports the documentation requirements.

Our ‘review’ cannot consider whether any procedures are essentially ‘autocratic’ and should be eliminated while they remain justified by legal codification under the spirit and intent of the existing laws.

ANNEX IV REVISED BOSNIA LGSA WORK PLAN TABLE: REPORT

Objective 1.1. Improve Process Efficiency (reduced waiting times, enhanced input/output ratios, improved quality control)

Objective: Improve Process Efficiency, (Reduced waiting times, enhanced input/output ratios, improved quality, control)									
Activity Description & Steps	Scheduled	Activity Completed						Activity Leader & Subcontractor	LOE
		X = Completed, S = Start			Date = Scheduled Required				
		Zvornik	Derventa	Samac	Ozak	Srebenik	Prijedor		
1. One-Stop Shop <ul style="list-style-type: none">Form multi-department working groupVisit existing one-stop shopWorking group determines nature and functions of one-stop shopHold introductory workshop on basic principles of process engineering, practical guidelines on how to improve process efficiency, and illustrative case studiesPrepare comprehensive list of documents issued by municipality to citizensCollect all necessary data to analyze processes and length of procedures for issuance of listed documentsConduct process engineering to analyze processes of all documents and services included to improve/decrease length and complexity within legal framework including	Feb-Sept 2003	X	X	X	X	X		Sophie Lagueny DELUSA NSU (computerization and LAN)	260 days
	Mar 2003	X	X	X	X	X			40
		X	X	X	X	X			100
									120
									days
	May 2003	X	X	X	X	X	X		
		X	X	X	X	X			
		X	X	X	X	X			
Jul 2003									
		X	X	X	X	X			

<ul style="list-style-type: none"> business permits Design and establish monitoring system Prepare and present proposal including location, staff, new procedures, costs if any, etc to competent authority Train staff in new procedures, and add customer orientation training if necessary Make necessary physical changes and transfers Open one-stop shop <p>Reorganization of administrative structure and rationalization of workforce</p> <ul style="list-style-type: none"> Establish working group constituted of heads of departments or designated department representatives Analyze current organizational structure and systematization of work create Organizational Chart New Organizational Chart List of Processes (in Depts.) Develop process map Work with Department Heads to re-design and optimize respective department organization and staff structure including detailed internal reporting and information flows Agree on implementation timetable for reorganization/rationalization Prepare proposal including 	Sept 2003	X	X	X	X	X		<p>Sysytm will be included in NSU Software – We have requested some additions – Short Interval Scheduling (SIS) “Red Flag System”</p>	
	Feb-Sept 2003	Sept	Sept	Sept	Sept	Sept			
		Sept	Sept	Sept	Sept	Sept			
	Feb 2003	X	X	X	X	X		<p>Sophie Lagueny Richard Robinson DELUSA</p>	85 days
		X	X	X	X	X			15
		X	X	X	X	X			10
									60
									days
	Apr 2003	Sept	Sept	Sept	Sept	Sept			
	Jun 2003								

new administrative structure/departmental functions, and rationalization of workforce/job descriptions	Sept 2003								
<ul style="list-style-type: none"> Reorganization and rationalization of 2 key departments in progress 									

Objective 1.2. Improve the business environment by rationalizing the permit process, making local governments more business-friendly, and encouraging business migration from the gray market to the legal economy

Activity Description & Steps	Scheduled	Activity Completed						Activity Leader & subcontractor	LOE
		Zvornik	Derventa	Samac	Ozak	Srebenik	Prijedor		
1. Permit process rationalization (See objective 1.1 Activity 1 One-stop shop)	Feb-Sept 2003								40 days
2. LED/Business Coordination function	Feb-May 2003							TBD DELUSA	5 days 35 days
<ul style="list-style-type: none"> Assign staff as permanent liaison/coordinator with business community 	Feb 2003	X	X	X	X	X			
<ul style="list-style-type: none"> Set up taskforce including representatives of business community/association 		X	X	X	X	X			
<ul style="list-style-type: none"> Analyze obstacles to business environment for 	Mar 2003								

which municipality has clear authority as well as examine possible municipal involvement in assisting with business permits/licenses at higher level of government <ul style="list-style-type: none"> • Prepare and present report to Mayor on obstacles, proposed solutions and actions • Prepare strategic planning for LED (see Objective 1. 3 Activity 1) 	May 2003	Sept	Sept	Sept	Sept	Sept			
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Objective 1.3. Promote entrepreneurial local governments

Activity Description & Steps	Scheduled	Activity Completed						Activity Leader & subcontractor	LOE
		Zvornik	Derventa	Samac	Ozak	Srebenik	Prijedor		
2. Formation of public-private partnerships and potential for contracting out services <ul style="list-style-type: none"> • Establish departmental working group • Hold introductory training workshop on principles, benefits, modalities for PPP for departmental working groups in all municipalities • Prepare procedures on PPP 	Mar 2003	X	X	X	X	X		TBD	90 days
	May 2003	X	X	X	X	X		R. Richardson Sophie Lagueny DELUSA	82 days 10 days 5 days 7 days 60 days

PPP life cycle from project identification to bidding and negotiation • Conduct survey to identify projects viable for PPPs and that correspond with available private enterprises • Calculate direct and indirect costs associated with PPP projects • Conduct informal meetings with various private enterprises to discuss potential of contracting out of services • Select two pilot projects and assist municipality in following life cycle process	Jul 2003	X	X	X	X	X			
	Sept 2003	X	X	X	X	X			
		X	X	X	07/20	X			
		X	X	X	X	X			

Calendar of activities – LGID Consultants
Objective 1.4
Citizen Information Centers/Complaints Process/Public Participation
July 7 – 26, 2003

Mo	Tu	We	Th	Fr	Sa
7	8	9	10	11	12
- Travel Bucharest Brcko - Brief meeting with Sophie	-Training materials prep - Work on CIC info and complaints reports	-Training materials prep - Work on CIC info and complaints reports	Prijedor Create working group on complain and cit.part. -assess CIC status	Prijedor Travel back to Brcko	-Cont. training prep + work on CIC info and complaints reports; assessment analyzed
14	15	16	17	18	19
Odzak Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Samac Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Srebrenik Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Zvornik Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Derventa Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Training mat. Preparation for next workshop
21	22	23	24	25	26
Training preparation	Training preparation	2 days training with rep. of all 6 municip. on Citizen participation; identify issue driven; develop action plan		Work on complaints follow up procedures, and monitoring system	Work on complaints follow up procedures, and monitoring system

NORTHEAST BOSNIA

LOCAL GOVERNMENT SUPPORT ACTIVITY

Objective 1.4 Raise Levels of Transparency, Information Flows within
Local Government Offices and to Clients

Activity 1: Establishment of a Citizens Information Center

Activity 2: Establishment of a functioning complaints system

Activity 3: Issue-driven public participation process

JUNE 13 - JUNE 29

PREPARED FOR

LGID

PADCO

PREPARED BY

Daniel Serban & Claudia Pamfil

Brcko

June 28, 2003

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Executive Summary

This report presents the activity of Daniel Serban and Claudia Pamfil, LGID consultants during the June 13 – June 29, 2003 assignment in Northeast Bosnia Local Government Support Activity, under the Objective 1.4 Raise Levels of Transparency, Information Flows within Local Government Offices and to Clients:

Activity 1: Establishment of a Citizens Information Center

Activity 2: Establishment of a functioning complaints system, and

Activity 3: Issue-driven public participation process

The assignment had the following accomplishments in municipalities of Derventa, Odzak, Samac, Srebrenik and Zvornik:

- The Working Groups formed in each municipality as responsible to CIC (usually same for OSS), complaints system and issue driven public participation were enriched with other community representatives to form a broader task force which will be periodically consulted.
- The internal organizational scanning method to assess information available to and requested by citizens and to collect data on sources and types of complaints received and follow-up process was discussed and agreed with the WGs and MCs in each municipality.
- The extended task force was introduced to participatory decision making process and exposed to a focus group technique to identify the community perspective on exchanging information between municipality and citizens as well as their perspective on developing a complaints system.
- Provide technical assistance in Samac in developing a survey questionnaire (initiated by the local working group) aimed to assess citizens' needs regarding communication with the municipality and advices on organizing the survey implementation and follow-up.
- In each municipality, the data regarding information available to citizens and data on sources and types of complaints received was collected; translation in progress.
- Consultants overall approach was discussed and agreed with the Stakeholder Outreach Coordinator;
- In addition, they have shared with LGSA Finance Advisor possible participatory input on budget issue and/or capital improvement plans; coordination meeting took place with Delusa representatives to better articulate the activities on CIC with the ones on OSS; information was shared with process engineering consultant as well.
- Based on information collected and additional assessment made, the next activities were detailed and scheduled, pending to be agreed by the project stakeholder coordinator and municipal coordinators according to the availability of local working groups and coordination with other consultants (PADCO, DELUSA and NSI).

For Prijedor an assessment meeting was conducted with municipal coordinator and possible next steps were discussed according to the existing progress.

In addition, consultants visited Brcko municipality in order to get acquainted with the progress encountered by the Public Register Department. Information collected will be disseminated to all other assisted municipalities.

The consultants are extremely satisfied with the outcomes of this visit and very honored being associated with the LGSA Program. It is their belief that continuing on this positive direction, the entire LGSA Program will build local sustainable capacity towards a better transparency in the decision-making processes.

I. Task Order

Dates of Visit: Arrive in Brcko – on June 13 2003
Depart – June 29, 2003

Activity 1: Establishment of a Citizens Information Center

Tasks :

- Work with municipalities to establish taskforce including civil society representatives. Collect data for internal organizational scan and citizen informational needs assessment.
- Conduct internal organizational scan to assess information available, and assessment of citizen informational needs using existing records.

Benchmarks:

- Taskforce established & meeting
- Scan completed

Activity 2: Establishment of a functioning complaints system

Tasks :

- Work with municipalities to establish community-based taskforce to include municipal service providers and users. Collect data on sources and types of complaints received.
- Analyze existing data on sources and types of complaints received, and follow-up processes.

Benchmarks:

- Taskforce established & meeting
- Analysis completed

Activity 3: Issue-driven public participation process

Tasks :

- Work with municipalities to identify and designate municipal staff members to manage outreach process and create working groups.
- Conduct a one-day workshop with designated municipal staff to identify and design most practical tools and methods for an effective public participation process.

Benchmarks:

- Working group established & meeting
- Report on the workshop to LGID

II. Activities performed

1. Pre-departure activities:

During this period consultants have maintained regular communication with LGID project manager, Ulian Bilotach, got familiar with May approved LGSA workplan revised (narrative) and made suggestions for correlating tasks under assigned activities and for June – September 2003 trips to Bosnia.

On June 13, consultants get acquainted personally with LGID project manager Ulian Bilotach at LGID office in Budapest and took the opportunity to set up some of the logistical aspects of their assignment.

2. In country preparatory activities:

a) Programmatic:

- Meeting with Mr. Richard Robinson, LGSA Chief of Party, and Ms. Sophie Laguény Stakeholder Outreach Resident Coordinator
- study the existing materials on each municipality assessment reports and quarterly activity reports (Derventa, Odzak, Samac, Srebrenik, Zvornik) as well as the recently approved work plan on Prijedor
- discuss with project stakeholders coordinator on the project progress and proposed tasks
- search for reports on other components as finance, process engineering and OSS
- coordination meetings with Delusa, finance advisor and process engineering consultant
- assessment meeting with Prijedor municipal coordinator
- develop objectives and agenda for the first meetings with municipalities' working groups
- develop forms to assess info and complaints flow (provided and requested)
- develop objectives, agenda and materials (flipchart-paper presentation in local language, focus-group questionnaires and handouts) for the task force workshops (focus groups) in each of the five municipalities
- preparatory meetings with each municipal coordinator before each workshop; feedback meeting with municipal coordinator after each workshop

b) Logistic:

- send the materials to municipal coordinators to announce the meeting' participants; set up logistic details with municipal coordinators
- collect information on names of possible interpreters; contact and interview interpreters
- purchase stationery and prepare copies of the handouts for the participants; coordinate logistics with municipal coordinators
- make sure that translation of materials was ready and accurate before and after each meeting

3. First Meetings with the municipality working groups on CIC, Complaints and Public participation:

- the Working Groups in each municipality together with the Municipal Coordinator and Consultants identified other stakeholders (persons) to take part in the taskforce(s) responsible with CIC, complaints system and public participation (civil society representatives, public services providers and users, private sector, MZs, etc.) and set up the roles of stakeholders during the project activities;
- The internal organizational scanning method to
 - a) assess information available to and requested by citizens and
 - b) collect data on sources and types of complaints received and follow-up process

was discussed and agreed with the WGs and MCs in each municipality; responsibilities for scanning activities until next workshop were agreed and the next workshop planned for the next week was set up.

Results:

Derventa:

- update on the activities done so far on Public Information and Complaints:
 - an analysis on documents that should be provided by OSS and requested by the law was already developed;
 - a survey was conducted on a randomly selected 100 citizens to assess their perception on municipality activity
 - bidding for construction works of OSS (and CIC) was conducted and apparently the construction works started
- clarify the relation between restructuring the internal organization – need for personnel to be appointed in CIC : just one person was planned to be working on CIC (as also the construction plan is made in such way: one “window” for CIC) and not yet identified;
- forms to assess the information and complaints flow distributed to municipal coordinator;
- raise awareness on the necessity to involve community representatives in the activities of building a complaints system and CIC;
- extended task force established;
- next week workshop set up.

Odzak:

- as the municipal coordinator was on leave, the first meeting with the WGs was combined with the workshop organized next week.
- The extended task force and next week workshop requirements were sent to the municipal coordinator by e-mail.

Samac:

- update on the activities done so far on Public Information and Complaints:
 - bidding for construction works of OSS (and CIC) was launched
 - a survey to assess citizens need on information is in process
- the person to be appointed as CIC is identified, but some representatives of local NGOs are not supporting this nomination
- forms to assess the information and complaints flow distributed to municipal coordinator;
- extended task force established;
- next week workshop set up.

Srebrenik:

- update on the activities done so far on Public Information and Complaints:
 - construction works finished for OSS (and the CIC desk) and ready to set up employees, network of information system under preparation, brochures (how to proceed) already prepared and to wait to be printed;

- CIC will be developed in the first phase as an Info Desk to offer info available and to guide citizens to OSS;
- the person to be appointed as CIC hasn't been considered yet in the systematization chart, but a proposal has been made – need to develop a job description for this position
- forms to assess the information and complaints flow distributed to municipal coordinator;
- extended task force established; next week workshop set up.

Zvornik:

- update on the activities done so far on Public Information and Complaints:
 - construction works were tendered, waiting for selection
 - CIC will be developed in the first phase as an Info Desk to offer info available and to guide citizens to OSS;
 - The systematization chart of personnel is not finished, but two positions will be considered to share info to citizens and track / solve complaints, to oversee the citizens rights fulfilling, to guide the citizens where to complain, to publish periodical and annual reports on information flow (according to the law on free access to information)
 - There is some experience in consulting the citizens by periodical shows on TV, Radio, a hotline phone number for citizens about to be operational and by organizing public meetings (“public tribunals”) on different themes;
- forms to assess the information and complaints flow distributed to municipal coordinator;
- extended task force established; next week workshop set up.

Conclusions after first meeting with municipalities working groups:

- In April – May, in each municipality 3 to 4 persons were proposed to participate in the working groups on CIC, Complaints and Public Participation, usually from municipality and some local NGOs; during the meeting, consultants clarified the role of the working groups. It was noticed that some WGs were more active than others.
- efforts have to be made to change the municipalities perception that information offered to citizens, complaints system and public participation should only comply with the law requirements;
- general view of the municipalities is that public services to be taken into consideration as having something to do with citizens (and the ones on which citizens could be involved or could send complaints on) are only the services of providing registration, certificates and permits; generally, the municipalities do not refer to communal services, utilities or social services when speak about public services and about clients satisfaction, even though these services are also funded and/or regulated by municipality.

4. Workshops with extended task forces in all five municipalities: “Focus Group with community representatives”

After the first round of meeting with representatives of working groups, the agreed extended task force in each municipality was exposed to a two hours focus group aimed to assess needs and raise awareness for complaints system and public participation and to inform the community on the status of Citizen of Citizen Information Center development.

Results:

The focus group workshops achieved all the planned objectives. By the end of the workshop, the participants:

- increased their level of understanding concerning participatory decision-making, levels of participation and participation benefits;
- offered additional input for the assessment on complaints process;
- were introduced to the complaints system benefits.
- discussed over general approach toward participatory processes, perceptions, etc. (to be used further when decide on the issue we'll focus on for public participation)
- from working groups informed the community representatives on the status of Citizen of Citizen Information Center's development.

Workshop outputs by municipality:

(lists of participants and questionnaires processed are presented in the Annexes)

Derventa:

Issues mentioned during Focus Group by the participants (registered on flip-charts/ in detail collected on questionnaires –see the annex):

1) problems in communication between Municipality and community:

- lack of broadcasting services, lack of local radio and TV station, only a weekly local magazine
- poor circulation of information
- low flow of information from citizens to municipality
- not enough communication among NGOs
- insufficient organization of community groups
- people don't know the responsibilities of the municipalities and what are their rights to participate into decision-making process
- there is no such a special body in the municipality to collect info and opinions from citizens
- good signs: entrepreneurs association participates in all council meetings

2) Causes of these problems:

- state administration took distance from citizens
- poor social status of the citizens
- lack of media
- no clear goals and objectives stated by the municipality, citizens to know they can be involved/contribute on

- 3) Proposals to eliminate/diminish these communication obstacles:
 - citizens should be educated on their rights to participate
 - written proof of the complaints (implement a system to registry the complaints in written)
 - organizing round-tables in MZs to make the citizens understand their role into decision-making and how they can influence this process
- 4) If municipality would be interested to consider the citizens complaints / suggestions / recommendation:
 - there've been opportunities to give suggestions to municipality but were not taken into consideration

Odzak:

Some Issues mentioned during Focus Group by the participants (registered on flip-charts / in detail collected on questionnaires –see the annex):

- 1) problems in communication between Municipality and community:
 - citizens are passive, they don't know the municipal or canton responsibilities on delivering services; only some leaders are involved and they don't communicate with the rest of citizens;
 - municipality is considering itself as entitled to decide, the MZs take decision by themselves; law on self-governance is not appropriate, civil servants are arogants; there is no a institutionalized communication between municipality and citizens
- 2) Causes of these problems:
 - citizens time is consumed in looking for their existence basic needs
 - passivity is caused by the former communist regime
 - access to info is restricted by the post-war regime
 - lack of information on public service providers
 - administrative system is correctly set up and there is a lot of inefficiency because of that
- 3) Proposals to eliminate/diminish these communication obstacles:
 - a structured communication/information flow from the municipality is needed
 - use of local media in providing information about what municipality is doing, as well as brochures
 - involve the NGOs(and other stakeholders) into decision-making process
- 4) If municipality would be interested to consider the citizens complaints / suggestions / recommendation:
 - they should be taken into consideration
 - need of an intermediary organization to filter the complaints and to channel them
 - now the system allows the citizens to complain directly to the mayor.

Samac:

Issues mentioned during Focus Group by the participants (registered on flip-charts/ in detail collected on questionnaires –see the annex):

- 1) problems in communication between Municipality and community:
 - only a small number of citizens attend the public meetings
 - lack of information from municipality
 - big distances to reach municipality building
 - citizens low interest
 - lack of information channels, there is only a municipal newsletter, the local radio was cut down
- 2) Causes of these problems:
 - low efficiency of the existing information channels
 - citizens care only about their individual interest, they don't care about municipality functions
- 3) Proposals to eliminate/diminish these communication obstacles:
 - more active role of the municipal councilors
 - citizens participation in council meetings
 - some steps were made: posters, announcements prepared by NGOs, a phone number is about to be used as municipality hotline for complaints
- 4) If municipality would be interested to consider the citizens complaints / suggestions / recommendation:
 - opinions that all citizens concerns are considered in the council meetings
 - one example when municipality did nothing even an urgent situation was signaled in written by 150 of citizens (one street inhabitants near to a bad condition river side affecting the houses structure).

Srebrenik:

Issues mentioned during Focus Group by the participants (registered on flip-charts/ in detail collected on questionnaires –see the annex):

- 1) problems in communication between Municipality and community:
 - citizens low interest on public services quality
 - existing corrupted system at central level – distrust
 - for MZs it takes too long to receive an answer from municipality (4-5 months)
 - lack of financial resources in the local budget so only the priorities could be solved and these are not explained to the citizens – again distrust
- 2) Causes of these problems:
 - very often opposition vote against to some good measures just because are proposed by the “others”
 - personal interest of the politicians
 - citizens lack of feeling of belonging (to a country)
- 3) Proposals to eliminate/diminish these communication obstacles:
 - increase accountability in spending municipal budget
 - improve ways / methods of communication
- 4) If municipality would be interested to consider the citizens complaints / suggestions / recommendation:
 - probably yes, but again lack of trust
 - one opinion from one MZ that their opinion was always taken into consideration

Zvornik:

Issues mentioned during Focus Group by the participants (registered on flip-charts/ in detail collected on questionnaires –see the annex):

1) problems in communication between Municipality and community:

- citizens lack of initiatives and low self-confidence
- citizens claim always lack of financial resources when communicate with the municipality representatives
- citizens contact municipality only on occasional basis when they have a personal interest
- citizens are not organized to unify their voice
- lack of trust both sides
- municipality representatives lack of responsibility / accountability
- public servants' lack of initiatives to improve things
- resources not well managed by the municipality
- communication is not structured
- citizens are not included in the decision-making process in an institutionalized way

2) Causes of these problems:

- former communist system
- privatization – unemployment rate - citizens unhappy with the high taxes
- lack of trust in all kind of organizations (NGOs, CBOs, etc)
- low understanding on the civil servants role
- long time spent staying in line to obtain a certain certificate/permit
- initiatives are discouraged: if somebody acts then he should always expect bad discriminatory consequences
- nepotism, lack of transparency, only personal relations are ruling
- problems mentioned by citizens regarding communal services were not solved
- public servants' arrogance
- politics involvement into public service management

3) Proposals to eliminate/diminish these communication obstacles:

- publicity which will increase transparency
- measures to increase civil servants responsibility; rules / punishment for public servants' misbehavior
- mechanisms to enforce the process of taking into consideration the complaints
- civic education

4) If municipality would be interested to consider the citizens complaints / suggestions / recommendation:

- outcomes from “public tribunes” (n.a. actually public meetings) are not incorporated into the local budget, though a certain feedback exist (an answer but not a properly explanation)

Conclusions after the focus group workshops

The workshops have offered useful information about the perception of the community as a whole and of municipality on communication and participation toward better performance in local governance. Even not always all the relevant community stakeholders representatives attended the workshop (as in Odzak or Derventa), still the information gathered is important, of course pending to be analyzed according to the profile of the participant group.

The workshops revealed high need for training in:

- participatory planning, institutionalization of a complaints system, communication as such, information flow from municipality to citizens and vice versa, role of media;
- team working
- action plan development
- local government management.

III. Final conclusions and recommendations at the end of assignment

The consultants designed the activities in a logical way, always based on the outcomes of the previous steps:

- **meeting with project managers (chief of party, stakeholders coordinator) , analyze the existing materials (assessments, activity reports), discuss with other involved consultants in order to better respond to the needs of assisted municipalities as well as to the project requirements.**
- **gather as many information as possible from local coordinators and local assigned working groups about specific situation, steps already made, possible obstacles, etc. and start to build awareness on the need to involve as many relevant community representatives as possible and as efficient to the process and time available.**
- **start information and complaints scanning process within each of the five municipalities**
- **assess the community perception on the existing relations and preconditions for developing a CIC function, complaints system and issue driven public participation process**
- **raise awareness on the participation levels and participatory decision-making (clearly identified as a need during previous steps)**
- **prepare environment for next activities by consulting the community representatives, municipality representatives, local coordinators project coordinator and other involved consultants on the next steps approach.**

After the first period of assignment, the most important findings that will help consultants to design the future activities are the following:

- Besides Derventa and Srebrenik (where the WG are the same as for OSS) the working groups on CIC, complaints and public participation (sometimes the same for all activities, sometimes different but still having some common representatives) never had a meeting before.
- The municipality representatives do not understand the CIC concept further than seeing it as an Info Desk (or the first “window”) in the OSS room (composed by many “windows”)
- There is a general perception that information offered, complaints system should be organized just within the limits of the law; more of that, the perception that

participatory processes should follow very strict rules/regulations/procedures also complying with the laws only.

- The relation between community participation into decision-making and improving the public services performance is not perceived more than increasing information and create a more appropriate space to reduce the time for permits or certificates issuance.
- As advised by the project representative in this area, the public participation in the budgetary process should be considered with lot of caution and limited to information level and maybe some consultation just on some neutral issues.

IV. Next steps:

- finalize the analysis of the information collected from municipalities
- finalize the analysis of the information collected during the focus groups
- finalize the analysis of the information collected from questionnaires regarding the opportunity of an institutionalized complaints system
- prepare and deliver training on CIC concept and implementation
- prepare and deliver training on complaints system
- prepare and deliver training on issue-driven public participation
- select participants for the study tour in Bulgaria
- start working on monitoring CIC performance in Prijedor
- by request, provide any additional technical assistance to municipalities' working groups.

Tentative calendar of activities for July-September period is presented in the annexes.

List of annexes

Annex 1: In country working calendar June 2003

Annex 2: Analysis on the assessment reports and meetings outputs by municipality

Annex 3: Letter sent to municipal coordinators preparing the first meeting with the working groups

Annex 4: Additional materials collected from working groups:

Derventa:

- survey questionnaire template
- WG activities report including synthesis of questionnaires
- Index Registry – info available in the municipality

Annex 5: Focus-Group workshops objectives, agenda, handout and questionnaires (sample Srebrenik)

Annex 6: Participants list - Focus Group workshops

Annex 7: Answers on questionnaires collected during Focus Groups
(Zvornik yet pending to be translated)

Annex 8: Tentative calendar for July – September period

ANNEX 1

In country working calendar June 2003

Day	Visit to	Meeting
Friday, June 13	Travel	
Saturday, June 14	Brcko	Sophie, Richard Read LGSA project materials
Sunday, June 15		
Monday, June 16	office	Sophie, LGSA team members Milun (Srebrenik MC) Get familiar with LGSA project Prepare meetings with municipalities
Tuesday, June 17	Office	Short meeting with Milun Interview candidates for interpreter Prepare meetings with municipalities
Wednesday, June 18	Srebrenik 09.00 –11.00 Afternoon (office) evening 6 PM	WG Interview candidates for interpreter Prepare meetings with municipalities Meeting with Jeff and Harris - DELUSA
Thursday, June 19	Derventa 11.00 – 12.30 Samac 14.00 – 15.30	WG WG
Friday, June 20	Zvornik 10.30 – 12.30 Brcko afternoon 3 PM	WG Attend Staff Meeting with 5 MCs

Saturday	office	Materials preparation for next week focus groups Interview candidates for interpreter
Sunday		
Monday, June 23	<i>Office</i> <i>visit Brcko municipality</i>	Materials preparation for focus groups CIC and staff
Tuesday	Odzak (morning) 09.00 – 11.00 Samac (afternoon) 13.00 – 15.00	WG/ Focus group with stakeholders Focus group with stakeholders
Wednesday, June 25	<i>Srebrenik 10.00 – 12.00</i> <i>Office afternoon</i>	Focus group with stakeholders Deploy info collected
Thursday, June 26	<i>Zvornik 10.00 – 12.00</i> Office afternoon	Focus group with stakeholders Deploy info collected
Friday, June 27	<i>Derventa 11.00 – 13.00</i> Office - afternoon	Focus group with stakeholders Deploy info collected
Saturday, June 28	Office	Build schedule for the next trips Reports
Sunday, June 29	Travel back to Bucharest via Budapest	

ANNEX II

Analysis on the assessment reports and meetings outputs by municipality

Derventa (RS)

Assessment reports:	Questions	Suggestions
Derventa was declared undeveloped municipality, so 50%-50% funds sharing	<ul style="list-style-type: none"> - what is the procedure for such a statute? RS Assembly? What criteria? - Funds sharing among which levels, from what kind of taxes? 	<ul style="list-style-type: none"> - if they receive from the upper level as much as they collect themselves, maybe to increase the collection rate it would be a good issue for participation
Borrowing is not used; law stipulates maximum debt of 20 % of the previous year revenues, for less than 10% approval of Ministry nor required	20% of all the revenues or just own revenues? What Ministry?	<ul style="list-style-type: none"> - a loan to improve a certain service would be a good issue for public participation. - Does LGSA provides assistance in municipal borrowing if the case?
Expenditure policy is not based on community priorities "since there is nobody to determine what are the priorities of the community"!!!	What is the role of Municipal assembly in this? Is there a MA budget commission?	<ul style="list-style-type: none"> - expenditure assignment would be appropriate for public participation – especially capital improvement plan (also as Owen suggested June 16)
No budget hearings, just as required by laws (for urban zoning plan and budget)	-Who in the municipality is responsible with organizing the public hearings (the ones required by law)?	
NGOs: NGO Krajina, association of private businessmen		<ul style="list-style-type: none"> - they could serve as local facilitators
Good relation Mayor-President of the Assembly	-how the Assembly is organized; what committees?	<ul style="list-style-type: none"> -involve representatives of Municipal assembly in the participatory process (if not involving one-two councilors in the working groups, at least send them the action plans, consult them periodically, etc.)
Interest in citizen participation, but only made post-decision information		
Interest in LED, municipality appears to have adopted measures to attract investors	-What kind of measures can the municipal adopt to attract investors? Fiscal as well? LG responsibilities in revenues?	<ul style="list-style-type: none"> -LED measures could be appropriate as participation issue
Mayor mentioned the wastewater management and potable water delivery as problem areas for citizens	-What percentage of population has potable water? How much time per day? What percentage is covered by wastewater?	<ul style="list-style-type: none"> -if so, to improve these services could be the issue for public participation (setting up performance criteria for service delivery, together with cost containments, set the fees and/or other taxes)
The archive is in Croatia		

First visit in Derventa, meeting with WGs, June 19

Participants:

- deputy mayor
- head of WG on Public Information and Complaints (lady)
- veterans representatives
- NVO Forum
- Municipal coordinator

Outputs:

- WG on Public Info and Complaints is formed by 2 representatives of the municipality and 2 NGOs
- 2 NGOs involved in the working group: NGO Krajina (absent) and NVO Forum who claims is an association of community representatives (an association of NGOs)
- Regarding local media: the radio was shut down a year ago, but now the municipality tries (as the deputy mayor says) to put it back in function based on questionnaires sent to citizens (?) and by planning a meeting with International Regulatory Agency
- Activities done re Public Info and Complaints:
 - collect the information on all the municipality activities and on everything citizens asked; as result, a document called Index of Registry that apparently was distributed to some community stakeholders, but not published for all citizens;
 - this document was based on info collected through discussions with referents as they deal with most of the clients and based on random contacts with citizens; during these discussions a very clear need to employ a person to provide info aroused as well as the one to change the habit of citizens to contact directly the mayor each time they have a question (as result, the mayor receives citizens twice a week)

*the document (Index of Registry) was provided to the consultants in hard copy in local language – translation will be arranged

- A survey was conducted with the help of NGOs; interviews based on a questionnaire were conducted on a number of 100 citizens randomly selected in the open market (out of 32,000 citizens municipality has); some mentioned results of the questionnaire: the citizens are mostly unhappy about the municipality activities (? But not sure if to what activity exactly the question was asked or if they understand\know all the activities), they are informed but not enough;
**the questionnaire and its analysis was provided to the consultants in hard copy in local language – translation was arranged*
- The Municipal Council has a Commission for Presentation, Complaints and Local Appeals – they did not receive any complaints
- The municipality has a complaints box – they received only two letters but jokes.
- The OSS will be combined with CIC; construction works started; CIC person not identified yet.
- Demand for “procedures to involve citizens”, rules to be followed (deputy mayor) -> training need to understand the relation between the participation objectives – levels of participation – tools and the need for flexibility in this field.
- Next meeting (workshop on Friday June 27, from 11.00 to 13.00) participants were proposed as follows:
 - 3 NGOs
 - 1-2 private companies (invitation will be sent to Entrepreneurs Association)
 - WGs – 6 persons: a) 4 persons CIC and complaints and b) 2 persons Participation process
 - 1 representative of local newsletter
 - 1 public service that comprises the most important part of the budget: Social Welfare Center

Srebrenik – BiH Fed

Municipality: 45,000

Town: 16,000

Assessment reports:	Questions	Suggestions
ISO standards to be obtained in July 2003; associated training and technical assistance provided by EDA	-are there any relation with the (local) media - at least to inform about progress on ISO?	- could TQM be an issue for participation – Citizens Advisory Groups to set up performance criteria for public services ?
Weak NGO sector Sophie mentioned though two NGOs recently involved		- involve NGOs in the working group
Mayor proposed a position of Information Officer – still vacant and an Info-desk where citizens to obtain the information they need	- need to know why the mayor arrived to this conclusion – to much burden on the head of departments in giving info? - What kind of info he envisage to offer?	
Municipality doesn't use media to inform citizens	- is there any local media?	-involve local media in the working groups
Formal hearings organized in MZs to meet legal requirements	- how the MZs are organized? Do the citizens really participate in MZs activities?	- could be involved in Working groups
Mayor has strong opposition in the Municipal Council		- to involve or at least early inform the Council about assisted activities
Meeting with Milun (on June 16 and morning of 17):		
2 active NGOs, newly established: "Alternative Youth Center" and "Human System" -association of entrepreneurs is just on paper		- involve the NGOs in the Working Groups
Media" - local radio station is owned by the Mayor; there is a cantonal TV station which broadcast interviews with Mayor time to time	- the relation with the cantonal TV is not clear (if based on invitation or contract)	- explore the possibilities to attract media as partner
- relation Mayor – Council: no serious problems (not destructive opposition) since Milun is coordinator		
Milun explained (translated) the structure of Municipal Council – it seems they are organized on procedures, not on areas/fields of activity		- again, maybe to involve the head of Council commission dealing with related issues (complains, second appeals)
- the MZs are inherited from the previous times, but they are active: they signal communities needs, propose projects (mostly infrastructure) to which they contribute with 50% of funds - In Srebrenik, there are 38 MZs and they are associated in 6 centers		- to involve representatives of the 6 centers in the working groups - to used MZs for dissemination of info (at least announcements of public hearings or so), collection of info, eventual

		consultative/advisory groups
General opinion Milun: Srebrenik municipality is committed to the project, young enthusiastic head of departments		

Notes during first meeting in municipality, June 18:

Participants (representatives of CIC & Complaints and participation WG):

- Ramiz, head of department of General Administration
- Ismet Siljic, -- Social Affairs, refugees and DPs
- Sefika, Entrepreneurs Division

*Ramiz and Ismet are also part of OSS WG

** the participants mentioned next week they will start to be in vacation, only one will be able to participate in the workshop, in August almost everybody will be on leave*

- ISO assistance (by EDA) – similar measures: info center, complaints – steps already taken:
 - OSS+CIC: technical plan, construction works finished, ready to set up people to help citizens, network of information system in order to have all info in one place prepared, brochures (how to proceed) already prepared and to wait to be printed; all municipality functions are covered by brochures, some departments will have 3 or 4 brochures, some just one – by Saturday June 21 all brochures will be ready for print; no need for help on brochures for the moment (clear opinion of all WG representatives present at the meeting)
- CIC: “info that should be given is regulated by the law” (Law on free access to information); “currently in our systematization chart we don’t have the position for CIC person, but we proposed such a position”, “This person should be qualified –knowledge, procedures to follow- we don’t have a job description for he/she” -> need for help to develop this job description.
- CIC will be developed gradually:
 - first phase: Info Desk, person who will work on will have all the info available for the time being, if he wont be able to give all the details, he will guide the citizen to OSS, for basic info wont be necessary to go to other buildings (just tempo rarely, for some detailed info)
- One of the ISO procedures that should be implemented is assessing the citizens’ satisfaction (“prepared procedures – preventive procedures, corrective measures”) – demand for more info on this issue, other countries experiences, “ we need procedures for everything, including public consultation”
- “we have permanents contact with MZs, we opened channels to communicate with other institutions”
- WG representatives consider as public services (to be restructured and to consult citizens on) just the ones delivered directly by the municipality (permits, population register); they do not think the communal services (utilities) or other independent –but funded by local budget- services (as Center for Social Welfare) as being important to consider in order to improve their performance and consequently nor to consult citizens in relation to those services; the performance of these services (I.e. garbage collection which is delivered by a “state company 51% owned by municipality” with the tariff established by Municipal Council; or Center for Social welfare independent institution but entirely funded from the local budget) is not evaluated or controlled by municipality, they just provide financial reports.

Next meeting, the Workshop with the extended task force, will be held on Wednesday, June 25, from 09.00 – 11.00, with following proposed participants:

- 1 representative of WG (the rest of them will be in holyday) + 1 other representative of municipality (the lady economic advisor, ex-mayor)
- 2 NGOs
- 2 local radio
- 1-2 representatives of private sector

- 1 persons from Center for Social Welfare

Odzak – Bih Fed

Assessment reports:	Questions	Suggestions
- part of EDA training program but not so positive	-why not so positive?	
- not a problem to organize OSS in terms of location and space, but it must be followed by quick reorganization and strong training		
- training is needed to understand the role of civil society in decision-making		- found out what training Delusa had, objectives and agenda; start from it, continue with CIC training and combine with participatory decision-making and participation tools training; it looks it wont be a good idea to separate these issue in training, while the understanding is quite low – but better to combine them, in order to offer an general basic knowledge and skills in this area.
- weak NGO sector; Monitoring Group of Center for Civil Cooperation attends all Assembly meeting and makes proposal	- How the Assembly includes the Monitoring Group proposals into their decisions? Are they open to consider these? Proposals cover in all kind of issues or just a certain one? How Monitoring Group collect citizens suggestions?	- possible creation and organize better this very positive initiative as Citizens Advisory Boards?
In Dec. 2002 the Mayor was supposed to meet with MC president to discuss the cooperation with the Monitoring Group for its possible involvement in improving public services and information exchange	- was this an own initiative, or in relation with LGSA project?	
-municipality is planning to create an LED office -to also cooperate with Assoc. of Local Entrepreneurs to develop LED strategy. (In Odzak, 60% unemployment)		- maybe to support the LED activities with the ones of public participation (LED strategy to be the issue for public participation)
- draft budget not published prior to adoption; public hearings practically don't exist		- prepare and organize consultative processes on local budget
-municipality assisted EDA (! Not vice-versa!) to conduct survey on priority needs in Odzak	- what are the results	-need to consider the survey results in our activity (maybe to choose the participation issue)
Odzak municipality has 18 MZs (3 of them are in Odzak); the statues of MZs as legal persons were abolished	- what is the current situation of MZs? How much citizens consider them representative?	

	What is their involvement?	
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Samac - RS

Municipality: 22,000

Assessment reports:	Questions	Suggestions
The process of restructuring administrative procedures started already by the municipality own initiative (or by law), but no innovative practices – only what requested by law; supportive for OSS		
Receives complaints from citizens mainly about the documents processing and the high cost to obtain them	Again, what other services municipality provides?	
Both the mayor and the president make themselves available to citizens, but they don't have regular formal meetings or events; The municipality has not organized a public meeting on the budget		- consultation on the budget it will probably be the issue for public participation
In the past the municipality use the local media		
Samac is setting up a OSS with VNG assistance	- what was done so far?	- explore what previous assistance and the present one (Delusa) contributed with and the relation with CIC
- funding for capital projects is very modest; charges high fees for documents issuance		
Emilija discussion by phone:		
Emilija mentioned by phone that CIC working group is dealing mainly with the local newsletter they what to issue		- expand the role of local newsletter as a participation tool (to publish questionnaires and their synthesis, announcements, etc)

First meeting in Samac, June 19

Mayor is very strong

They would like to open a CIC before September!!!

Even though Emilija says the person for CIC is identified, the NGO sector does not agree with him / he is under qualified. Need to explore more options.

Complaints system does not work; there is lack of public participation.

Meeting has been decided for Tuesday, June 24 from 13.00 /15.00. Along with all three working groups, 2 MZ leaders, women association, business community should be represented as well.

Indeed, it seems municipality is not very committed to play a role beyond that requested by the law or to expand citizens and private sector involvement in decision-making.

Zvornik

Assessment reports:	Questions	Suggestions
Openness to suggestions and		

ideas for service delivery improvement on the former lady mayor, but uncertain political situation for her		
Municipality don't seem to understand the role of PI officer (March 2003)		- training on participatory decision making and CIC role
Public tribunes organized by municipality with the support of NGOs; twice a months Mayor appears on local radio show where he and the heads of relevant departments answer questions previously gathered by journalists who approach citizens on the streets few days before the show.	- How the NGOs support the public tribunes organization?	- NGOs should have an active role in any participation tools we would apply
As representative of local radio "Osvit" sad, most of the citizens complaints are related to the issuance of documents (having to go from one office to another and long waits) and to communal issues (heating, water supply, parking)		<ul style="list-style-type: none"> - complaints related with documents issuance will be diminished by OSS creation - communal services could be considered as an issue for public participation

June 20 meeting

Participants:

- Enver , Head of General Admin
- Cvijan, CAB chairperson and EGGO president (NGOs)
- Gospava, Head of Division for Social affairs
- Veljko, Deputy Head of Construction and Communal Affairs
- MC

The WG met for the first time; the MC had to explain what is all about in LGSA project

- OSS stage:
 - Tender for the construction works was announced
 - There is a plan developed for what kind of info to offer
- The info offered should comply with the Law on Free Access to Information
- On stakeholders: there are in the process of setting up the Association of businessmen
- On CIC:
 - They agree to set up a CIC
 - As new systematization of personnel is not finished yet, nobody is appointed yet to be the CIC person; they will try to select this person among the existing employees; within 10-15 days the new systematization of the personnel will be ready and proposed to the mayor, it will include the CIC person
 - The municipality anticipated some qualities that this person should have: high education, 1 year working experience in public administration
 - On the other hand, as result of Law on Free Access to Information, the municipality proposes to appoint two persons to work on this issue (free access to info); these persons would be responsible to share info to citizens and track / solve complaints, to oversee the citizens rights fulfilling, to guide the citizens where to complain, to publish periodical and annual reports on information flow; after discussions, it was clear that one of these two persons will be the one in CIC, the responsibilities being similar (and often quite the same).
- Other means of public information/participation:

- Within 15 days the municipality will open a hotline phone number for citizens;
- Usage of TV, Radio periodically
- Public hearings ("public tribunes") on different themes; 4 such public hearings have been organized in total, 3 of them this year were organized by NGOs; the next public hearing tomorrow (Saturday, June 21) on infrastructure issues and on how to improve the aspect of our city; usually only 30-40 people are attending these hearings; announcement are usually made by posting posters (around 20 copies) in public spaces and by letters sent to different organizations
- The NGOs have a permanent office in the municipality building where they rotate – 3 hours one NGO, 3 hours other one, etc.

ANNEX III

Letter sent to municipal coordinators preparing the first meeting with WG

To: Mr. Milun Grahovac
Srebrenik Municipal coordinator
Fax: 035 – 645 638

Dear Milun,

Thank you very much for the time spent with us today and yesterday. It was very useful for us.

As we discussed, we would like to have a meeting with you and the Working Group(s) (WG) responsible with Citizen Information Center, Complaints System and Public Participation, tomorrow, Wednesday, June 18, 2003.

We hope everything is OK for that meeting and as much as possible, all the presumed members of the WG can participate (the head of departments you mentioned and the representatives of the two NGOs).

We anticipate the meeting would take around two hours, between 09.00 and 11.00.

The objectives of the meetings would be:

By the end of the meeting,

- the WG together with Municipal Coordinator and Consultants will explore possible other stakeholders (persons) to take part in the taskforce(s) responsible with CIC and complaints system and public participation (civil society representatives, public services providers and users – MZs, etc.) and will set up the roles of stakeholders during the project activities;
- The internal organizational scanning method to
 - a) assess information available to and requested by citizens and
 - b) collect data on sources and types of complaints received and follow-up process

will be discussed and agreed with the WG and MC;

- Responsibilities for scanning activities until next meeting/workshop will be agreed and the next meeting/workshop planned for the next week will be set up;
- The next workshop with extended task forces (around 10 persons) will be planned including responsibilities for organizing it;

The tentative objectives of this workshop would be:

- To obtain additional input for the assessment on the information needs and complaints process (through focus group)
- To identify the general approach toward participatory processes; perceptions, etc as well as tools and methods used so far;
- To increase the level of understanding concerning participatory decision-making, levels of participation and appropriate effective tools.

Please be so kind to provide copies of these objectives to the meeting participants if possible to translate them in local language. If not, there are just for you, but please explain them what it will be all about.

Please contact us for any further information and/or clarification if needed.

Thank you again,
Looking forward to work with you,

Claudia Pamfil and Daniel Serban
LGID consultants

Ms. Emilija Vulic
Samac Municipal Coordinator

emilija@rstel.net

Dear Emilia,

Please allow us to introduce ourselves. We are the LGID consultants dealing with Citizens Information Centers, complaints system and issue-driven public participation in LGSA project, Daniel and Claudia (Romanians). We are now in Brcko until June 29 and our intention is to visit Samac and start our work with you and the working groups as soon as possible. We plan to visit Samac twice during this first visit of ours, once this week and once next week.

Therefore we would like to have our first meeting with you and the Working Group(s) (WG) responsible with Citizen Information Center, Complaints System and Public Participation, on **Thursday, June 19**, in the afternoon, as we know Delusa will be there in the morning. We don't have many options for the date of this first visit, so we hope that as much as possible, all the presumed members of the WGs can participate at this meeting on June 19. We anticipate the meeting would take around two hours, between 13.00 and 15.00, if you consider this schedule is appropriate.

The objectives of the meetings would be:

By the end of the meeting,

- the WG together with Municipal Coordinator and Consultants will explore possible other stakeholders (persons) to take part in the taskforce(s) responsible with CIC and complaints system and public participation (civil society representatives, public services providers and users – MZs, etc.) and will set up the roles of stakeholders during the project activities;
- The internal organizational scanning method to
 - a) assess information available to and requested by citizens and
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- To increase the level of understanding concerning participatory decision-making, levels of participation and appropriate effective tools.

Please be so kind to provide copies of these objectives to the meeting participants if possible to translate them in local language. If not, there are just for you, but please explain them what it will be all about.

Please let us know as soon as possible if the date and schedule are OK. We could be reached at PADCO office (the one of Sophie) in Brcko. Please contact us for any further information and/or clarification if needed.

Thank you in advance,
Looking forward to work with you,

Claudia Pamfil and Daniel Serban
LGID consultants

*****UPADTED VERSION*****

To: Mr. Daniel Solaja
Derventa Municipal Coordinator

daniels@teol.net

Dear Daniel,

Please allow us to present ourselves. We are the LGID consultants dealing with Citizens Information Centers, complaints system and issue-driven public participation in LGSA project, Daniel and Claudia (Romanians). We are now in Brcko until June 29 and our intention is to visit Derventa and start our work with you and the working groups as soon as possible. We plan to visit Derventa twice during this first visit of ours, once this week and once next week.

Therefore we would like to have our first meeting with you and the Working Group(s) (WG) responsible with Citizen Information Center, Complaints System and Public Participation, on **Thursday, June 19**, in the morning, as we know in the afternoon you'll be here in Brcko for the meeting with all MCs.

We don't have many options for the date of this first visit, so we hope that as much as possible, all the presumed members of the WGs can participate at this meeting on June 20. We anticipate the meeting would take around two hours, between 09.00 and 11.00, if you consider this schedule is appropriate.

The objectives of the meetings would be:

By the end of the meeting,

- the WG together with Municipal Coordinator and Consultants will explore possible other stakeholders (persons) to take part in the taskforce(s) responsible with CIC and complaints system and public participation (civil society representatives, public services providers and users – MZs, etc.) and will set up the roles of stakeholders during the project activities;
- The internal organizational scanning method to
 - a) assess information available to and requested by citizens and
 - b) collect data on sources and types of complaints received and follow-up process

will be discussed and agreed with the WG and MC;

- Responsibilities for scanning activities until next meeting/workshop will be agreed and the next meeting/workshop planned for the next week will be set up;
- The next workshop with extended task forces (around 10 persons) will be planned including responsibilities for organizing it;

The tentative objectives of this workshop would be:

- To obtain additional input for the assessment on the information needs and complaints process (through focus group)
- To identify the general approach toward participatory processes; perceptions, etc as well as tools and methods used so far;

- To increase the level of understanding concerning participatory decision-making, levels of participation and appropriate effective tools.

Please be so kind to provide copies of these objectives to the meeting participants if possible to translate them in local language. If not, there are just for you, but please explain them what it will be all about.

Please let us know as soon as possible if the date and schedule are OK. We could be reached at PADCO office (the one of Sophie) in Brcko. Please contact us for any further information and/or clarification if needed.

Thank you in advance,
Looking forward to work with you,

Claudia Pamfil and Daniel Serban
LGID consultants

To: Ms. Snezana Nikolic

Zvornik Municipal Coordinator

Dear Snezana,

Please allow us to introduce ourselves. We are the LGID consultants dealing with Citizens Information Centers, complaints system and issue-driven public participation in LGSA project, Daniel and Claudia (Romanians). We are now in Brcko until June 29 and our intention is to visit Zvornik and start our work with you and the working groups as soon as possible. We plan to visit Zvornik two times before leaving Bosnia on June 29.

Therefore we would like to have our first meeting with you and the Working Group(s) (WG) responsible for Citizen Information Center, Complaints System and Public Participation, on **Friday, June 20**.

We don't have many options for the date of this first visit, so we hope that as much as possible, all the presumed members of the WGs can participate at this meeting.

We anticipate the meeting would take around two hours, between 10.30 and 12.30, if you consider this schedule is appropriate.

The objectives of the meetings would be:

By the end of the meeting,

- the WG together with Municipal Coordinator and Consultants will explore possible other stakeholders (persons) to take part in the taskforce(s) responsible with CIC and complaints system and public participation (civil society representatives, public services providers and users – MZs, etc.) and will set up the roles of stakeholders during the project activities;
- The internal organizational scanning method to
 - a) assess information available to and requested by citizens and
 - b) collect data on sources and types of complaints received and follow-up process

will be discussed and agreed with the WG and MC;

- Responsibilities for scanning activities until next meeting/workshop will be agreed and the next meeting/workshop planned for the next week will be set up;
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- To obtain additional input for the assessment on the information needs and complaints process (through focus group)
- To identify the general approach toward participatory processes; perceptions, etc as well as tools and methods used so far;

- To increase the level of understanding concerning participatory decision-making, levels of participation and appropriate effective tools.

Please be so kind to provide copies of these objectives to the meeting participants if possible to translate them in local language. If not, there are just for you, but please explain them what it will be all about.

Please let us know as soon as possible if the date and schedule are OK. We could be reached at PADCO office (the one of Sophie) in Brcko. Please contact us for any further information and/or clarification if needed.

Thank you in advance,
Looking forward to work with you,

Claudia Pamfil and Daniel Serban
LGID consultants

ANNEX IV

Additional materials collected from working groups

Aim 1.4 Increase the level of transparency, flow of information within the services of the local administration and towards parties.

Analysis and Estimate of Existing Condition

Activities 1.4.1. Organizing Centers for Informing Citizens

Working group consisting of: Malesevic Sanja, Nikolic Nedeljko, Cvijic Vlado and Coric, has in the framework of active plan of the working group carried out an analysis and estimation of the condition of informant of citizens, of realizing their rights, interest and needs at the municipality authorities.

In its work the commission has used the following methodology: analysis of the condition of available information in each municipality department, talking to the mayor of the Municipality, the deputy-mayor, mayors of departments and referents who have contact with the biggest number of parties, and by filling out questionnaire (citizens), which has been made up by the working group. Those citizens who were questioned were different sex, age, education and the questionnaire was based on accidental selection.

After the analysis, the working group observed the following condition: Mayor of the municipality has made a Guide through Information and Index Registry of all information, which the municipality authorities dispose of in Derventa. Component part of the Index is also the form of requests for access to information, which the citizens can fill out.

Municipality regulations do not systematize the working space of a serviceman for Information, because of the limited number of employed in the Municipality. From the day these acts were made only a few request were directed to the municipality regarding access to information; this directs us to the lack of information that citizens have about this manner of accessing information.

In a direct speech with managers and referents we concluded that the parties (citizens) still consider a direct discussion about the concerning questions the safest. This is illustrated by the big number of parties that announce for a regular visit to the Mayor of the municipality twice weekly and that is Tuesday and Thursday at 8.30 h. till 10.30 h.

Analyzing the results of the questionnaire, (100 people were questioned), working group came to a conclusion that citizens answering the question "When you need a service from the municipality, do you know where to go?" 69% answered "yes", 21% answered "sometimes I know", and 5% answered "I know".

On the question "If you need assistance when filling out a form, where will you get it?" 37% of the citizens answered that they get assistance from the workers at the window, 2% answered that they get the information at the information desk, and 61% answered that they get assistance from fellow citizens in the line.

On the question “How do you access information on change of work and procedure of municipality services?” 20% of the citizens answered “through radio and TV”, 5% through press, 50% through “ talks with fellow citizens”, 20% at the window, 1% through other means, and 4% said that they don’t know the answer to this question.

From the carried out questionnaire its visible that citizens are still not informed well enough about the work of municipality authority, and changes that are being introduced, which presumes the need of organizing a center for Informing the citizens, where they will be able in one place get the most correct, and needed information.

ACTIVITIES 1.4.2 Establish a Complaints procedure which functions.

The same working group made an analysis of the existing complaint procedures by having an insight in the existing procedures in concordance with the valid act and other methods, as well as the questionnaire carried out to the citizens.

After the analysis, commission observed the following existing state:

- By rules of procedure the Municipality Assembly of Derventa set up a Committee for social supervision and memorandums in whose competence it is to consider the memorandums and recommendations of the citizens.

- Municipality mayor has set up boxes for receiving complaints, and recommendations.

- Municipality mayor has determined two days in a week, for admitting citizens.

- It is observed that there does not exist any other procedure for complaints and criticism except the ones that are regulated by law,

- There aren’t any forms for complains, and recommendations.

Working group has also carried out a questionnaire to the citizens by method of accidental selection.

The results of the questionnaire proved that 75% of questioned know that there is a possibility of directing a complaint and comments on the work of local authority, but only 5% used that opportunity.

10% of the questioned used a different possibility of expressing dissatisfaction with the work of local authorities, and they mainly applied to their senior superiors.

Conclusion of the working group is that the existing set up method of complaints and comments is not functioning to a good extent and that it would be essential to set up a system of complaints and procedures that function.

Republic of Srpska
Municipality Derventa
Municipality Authority

Index Registry

Derventa, October 2002.

Republic of Srpska
Municipality Derventa
Municipality Mayor

Num: 02-022-119
Date: 28.10.2002

On the basis of ACT 26. Law about the freedom of access to information ("Official Herald RS", no.20/01) and ACT 28. Status of Municipality Derventa ("Official Herald of Municipality Derventa", no 2/00), the Mayor of Municipality brings

INDEX REGISTRY

Index Registry consists of information that are under the control of the Municipality Derventa, Municipality Authority, that is with which the Municipality disposes of, shape in which the information is disposed of, and a place where you can access these information.

Municipality Derventa, that is Authority of Municipality as a Department of the Municipality has under control all information regarding competence and framework of Municipality Authority regulated by the Law about local autonomy and other positive regulations, with which competence of carrying out an authoritative procedure and solutions regarding laws and obligations and lawful interests for physical and lawful personnel and other associations and organizations, is regulated.

Departments in Municipality of Derventa are:

- a) Municipality Assembly
- b) Mayor of Municipality
- c) Municipality Authority

Municipality authority Derventa is organized through departments as organized unities:

- a) Department of General Authority
- b) Department for agriculture and social affairs
- c) Department for finances
- d) Department for residential-communal jobs

- e) Department for space arrangement
- f) Department for veteran-disabled protection

Information under the control of the Municipality is concentrated in Municipality Authority frame, that is the Departments as organized unities and as Professional Services of Municipality Assembly Derventa.

I- Kinds of Information.

Information in the sense of ACT 3. State 1. Law about the freedom of accessing information is as following:

- a) Professional Service of Municipality Assembly
 - Information regarding documentation materials needed for the work of Municipality Assembly and its working departments,
 - Files of the Assembly rules and other Act's which have been made up by Municipality Assembly and its working Departments,
 - Information about issuing Service herald of the Municipality Derventa,
 - Information about the registry of Local Communities (MZ),
 - Information about the work of Municipality Electoral Commission.
- b) Department for General Authority
 - Information about professional and authoritative jobs which are regarded to the jobs of the reception office
 - Information about authoritative jobs under the district of citizen status (book of births, deaths, married, citizenship, personal name, personal birth number of citizens).
 - Information regarding authoritative files and other subjects and following authoritative subject solutions.
 - Information regarding archived authoritative subjects,
 - Information regarding verification of signatures, handwriting and copying,
 - Information regarding list of citizen voters,
 - Information regarding employed in the Municipality,

- Information regarding plans, preparations, and measures of organizing civil defense on the Derventa territory,
- Information regarding offering legal help and representing parties in courts and state organs, except defense of someone being charged before the court.

c) Department of agriculture and social affairs

- Information regarding registry of published permissions for carrying out independent activity (trades, handcraft, transportation and other),
- Information regarding accessories about shop keeper, address, activity, and statuses (changes) when carrying out permitted activity,
- Information regarding reporting of workers at private employers,
 - Information about verification of working contracts,
 - Information about published working books,
 - Information about the movement of tariffs in district of residential-communal activities,
 - Information regarding the agriculture business in Derventa.
 - Information regarding business results of communal-public services,
 - Information regarding the strategy of economic and other development of the community,
 - Information regarding spring and autumn sowing programs for next year,
 - Information regarding measures of collecting and spending for reproduction of private forests.
 - Information regarding farmers association status,
 - Information regarding harvest and ransom of wheat,
 - Information regarding estimated damage made by elementary disasters,
 - Information regarding statistical research in district of agriculture, forests, and water economy, Information regarding citizen degree of industry manufacturing,
 - Information regarding degree and dynamics of import and export,
 - Information regarding sowed territory during end of spring and autumn harvest,

- Information regarding realized incomes from late crops, fruits and vineyards,
- Information regarding the number, name and scheme of primary and secondary schools in the community,
- Information regarding the enrollment of children to the first grade of primary school, and a plan of enrollment for first grade of high school,
- Information regarding the whole number of pupils, in primary and secondary schools,
- Information regarding kinds and heights of material expenses of high schools that are being paid by Municipality of Derventa,
- Information regarding the number and names of culture institutions and their annual plans and activities,
- Information regarding the status of electronic and all other local media,
- Information regarding amount, names, positions, and annual plans of sport clubs, societies, organizations and associations,
- Information regarding the health status of the population and social security,
- Information regarding the center of Social Work and Children Kindergarten
- Information regarding the number, name and annual working plan for (MZ) local communities
- Information regarding the distribution of budget resources meant for sport, MZ, social organizations and citizen associations,
- Information regarding the number and means of solving individual citizen requests concerning social affairs, and,
- Information regarding activity and progress of trade inspection, communal inspection, residential inspection, public roads inspections, veterinary inspection, water economy inspection, agriculture inspection, and sanitary inspection.

d) Department for Finances

- Information regarding budget planning, final calculation, temporary financing of the budget users and rebalance of budget,
- Information regarding following income and carrying out expenditures,
- Information regarding the control of correctness and legalities of using budget resources,
- Information regarding financial, material, and account management of Municipality authority and other organs and institutions that are financed from the Municipality budget,
- Information regarding salaries, and other personal receivment of functioneers, managers, and Municipality Authority workers,
- Information regarding book keeping, and casher work,
- Information regarding invoicement and liquidations,
- Information regarding work about the inspection and restoration of buildings and accessories needed for the functionality of Municipality Authority,
- Information regarding acquisition of inventory, equipment and materials needed for the work of Municipality Authority.

e) Department for residential-communal jobs.

- Information regarding implementing law and other regulations concerning residential management,
- Information regarding the residential status,
- Information regarding the control of legal usage of flats and state ownership,
- Information regarding assignment and exchange of flats and legalities fortifying buying price of flats,
- Information regarding the status and changes concerning human environment,
- Information regarding the status and changes concerning collective communal usage,
- Information regarding service tariffs of collective communal spendature,
- Information regarding the work of communal-public companies,
- Information regarding fortified list of priorities and means of communal services,
- Information regarding protection of communal buildings,

- Information regarding maintenance program, and reconstruction of some communal buildings and equipment,
- Information regarding needed resources for realizing collective communal spendature,
- Information regarding communal compensation, and other sources of financing collective communal spendature.

f) Department for space arrangement.

- Information regarding implementing laws and other regulations in concerns to space planning,
- Information regarding implementing urbanite and regulation plans for community and city of Derventa,
- Information regarding preparation, and designing space-planning documentation,
- Information regarding preparation of urbanite documentation,
- Information regarding approval of urbanite projects,
- Information regarding technical acceptance of completed buildings
- Information regarding the lawful procedure upon citizen request concerning space planning and urbanism,
- Information regarding solving issues that are linked to problems of the refugee and immigrated population, concerning reconstruction and development,
- Information regarding cooperation with international and local organizations concerning reconstruction and development,
- Information regarding levying of tender and carrying out work that is being financed by the community.

g) Department for veteran-disabled protection

- Information regarding following law and other regulations concerning veteran-disabled protection,
- Information regarding the status of veteran protection, protection of perished veteran families, disabled veterans,
- Information regarding arrangement and maintenance of monuments, and veteran graveyards,

- Information regarding solving residential issues concerning perished war veteran, and disabled veteran family members,
- Information regarding realization of health and social protection of veterans, perished war veterans and disabled veterans family members.

II Forms of Information

All information that are under the control of the Municipality, that is Municipality Authority Derventa can be handed out as a copy of the original document or as a special part Information, depending on the party (citizen) request.

III Place of Access to Information

Office of an Information Servicemen is the place where the requestor can access information in relation to the request, which is where he/she can access, requested and approved information.

Office of Information Servicemen is to be found in the Municipality building, 1st floor, servicemen contact telephone is: 053-333-122.

Requests are to be sent by mail or brought to the Municipality Building, through protocol.

Municipality Mayor

Dragoljub Kukic

Republic of Srpska
Municipality Derventa
Municipality Mayor

Num: 02-022-118

Date: 28.10.2002

On the basis of ACT 26. Law about the freedom of access to information ("Official Herald RS", no.20/01) and ACT 28. Status of Municipality Derventa ("Official Herald of Municipality Derventa", no 2/00), the Mayor of Municipality brings

GUIDE

Regarding the procedure of accessing information in
Municipality Derventa, Municipal Authority

1. All citizens have the right to request for accessing Municipality Authority of Derventa competence Information.
2. Request is to be made in written form to the Municipality Authority through mail or to be brought to the post delivery office in the Municipality Building Derventa.
3. Request has to be clear and it must contain enough details in relation to the nature or content of Information, so that the right information could be found and supplied.
4. If the request is being made by a physical person, he/she must prove identity with personal identification documents.
5. If the request is being made by a law representative he/she must prove that he/she is a law representative or an authorization from such a person.
6. Upon receiving a request Municipality Authority is obligated through its servicemen to consider all facts and circumstances related to the processing of the request.

7. Municipality Authority is obligated to inform the person making the request that he/she has been partly or fully granted access to the Information within 5 days from receiving request, but it can be postponed to 7 days in cases foreseen by law about the freedom of access to information.

8. Access to the Information will be provided to the person requesting in one of the Official Languages used in Bosnia Herzegovina, and in original language that is different than language if possible.

9. Municipality Authority can refuse the person making a request for accessing information partly or wholly for the following category of information:

- a) When such information can lead to significant damage to legitimate aims for following information:
 - Defense Interests and Security as well as Public Security,
 - Preventing Crime and all criminal revealing,
 - Law Decision making process protection,
- b) When the request for accessing information includes confidential commercial interests of the third party,
- c) When the request for accessing information includes personal interests that are related to the privacy of the third party,
- d) When, after the process it is fortified that the information is not related to public interest,

10. If Municipality Authority is not in a state to satisfy the request, it will in 8 days inform the person with a guide of possibilities of complaint to the competent organ, this includes the right to apply to the Republic of Srpska Ombudsmen.

11. With a specific solution the Mayor will determine a person from the Municipality Authority as a servicemen for public relations.

12. There will be a Special Index in the Municipality Authority, a registry on type of Information that is under control.

13. The cost of copying the Information are fortified in The Material Expenses Guide ("Official Herald RS", no: 64/01), on the basis of which it is fortified that nothing is charged for 10 standard size paper copies.

Upon request for copying the materials more than 10 pages is charged at 0.20 KM per page. Copying is done by the competent Public Organ that has control over the requested information.

14. Integral part of this guide is a request for accessing information.

15. Publish this guide in "The Official Herald, Municipality Derventa".

Municipality Mayor

Dragoljub Kukic.

(Name, fathers name, and surname)

(Personal Identification card Number, and Place of Issue)

(Address)

Telephone: _____ Fax: _____

MUNICIPALITY DERVENTA-MUNICIPALITY Authority
INFORMATION SERVICEMEN
DERVENTA
King PETAR I

Subject: Request access to Information,

I apply to you with a request to deliver me the following information

(Details in relation to the nature and/or content of the information, so that the Information could be found.)\

I suggest that the information be delivered to me in the following Manner:

(Should the information be in written form or/and original document, or a copy of the original document).

Date: _____
(Date request made)

Request Bearer:

(Bearers signature)

Questionnaire about the efficacy of Municipality Services

1. Did you during the years 2002 and 2003 have any contact with the municipality authorities?

2. Which department did you apply to?

3. When you need a service from the Municipality, do you know, sometimes know, or don't know where to go?

- a) I know
- b) I sometimes know
- c) I don't know

4. Can you with grades 1 to 5 grade the next points in the Municipality Services.
(5-very satisfied, 4-satisfied to some extent, 3-not satisfied, nor not satisfied,
2-to some extent not satisfied, 1-not satisfied.)

	5	4	3	2	1	I don't know
Organizational of Municipality services						
Municipality Employees						
Employee relationship towards customers						
Forms that are used						
Working time of municipality services						
Locations of Municipality Services						

Aim 1.4 Increasing the level of transparency, flow of information inside local authorities and parties (citizens).

5. Are you aware of the box for citizen complaints?

6. Did you use this possibility?

7. Did you use any other possibility of expressing dissatisfaction of the work and behaviour of Municipality Servicemen and who did you apply to?

8. How long do you oftenly wait in line when using Municipality Services?

9. How many times do you have to come to the municipality to complete your job.

10. If you need help when filling in a form, where will you get it from?

- a) Workers in the window
- b) There's an information desk
- c) From fellow citizens waiting in line

11. How do you reach information about the change of work and procedures of the municipality services?

- a) Radio and TV
- b) Press
- c) Talking to fellow citizens
- d) On window
- e) Some other way? How? _____
- f) Don't know

12. What would you change in Municipality Services?

ANNEX V

Annex 5 - Focus-Group workshops objectives, agenda, handout and questionnaires SREBRENİK

USAID Northeast Bosnia Local Government Support Activity

Municipality of Srebrenik

Municipal Coordinator: Milun Grahovac

Date: June 25, 2003

Focus Group with community representatives

Goals:

- assess needs and raise awareness for complaints system and public participation
- identify status of Citizen of Citizen Information Center development

Objectives:

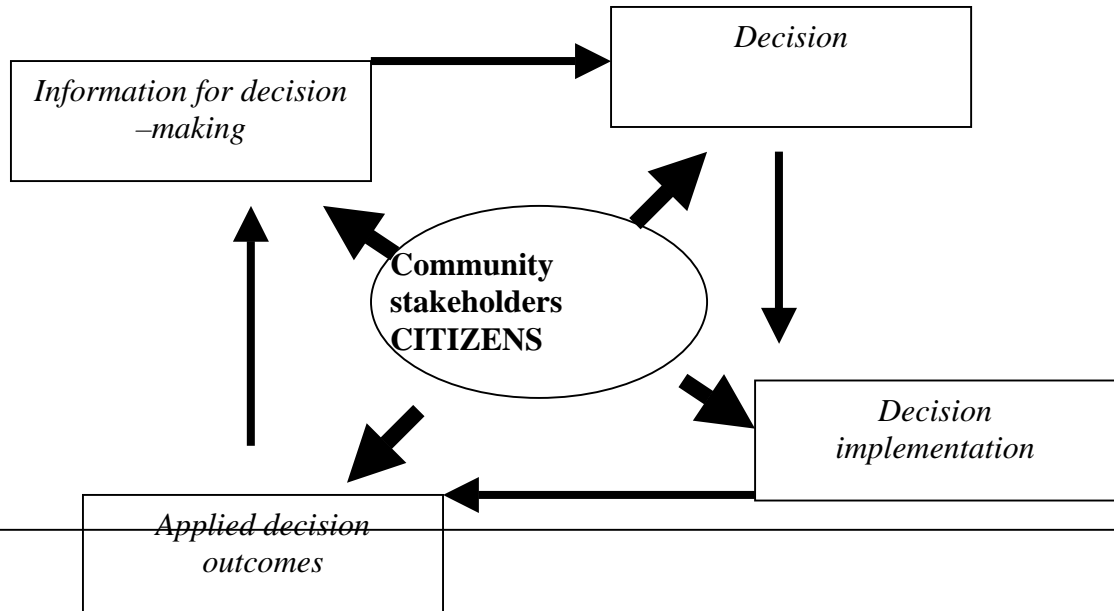
- To increase the level of understanding concerning participatory decision-making and levels of participation; raise awareness on participation benefits.
- To obtain additional input for the assessment on complaints process; introduce the complaints system benefits.
- To identify the general approach toward participatory processes; perceptions, etc. and to decide on the issue we'll focus on for public participation.
- identify status of Citizen of Citizen Information Center's development

Facilitators: Daniel Serban, Claudia Pamfil

Agenda:

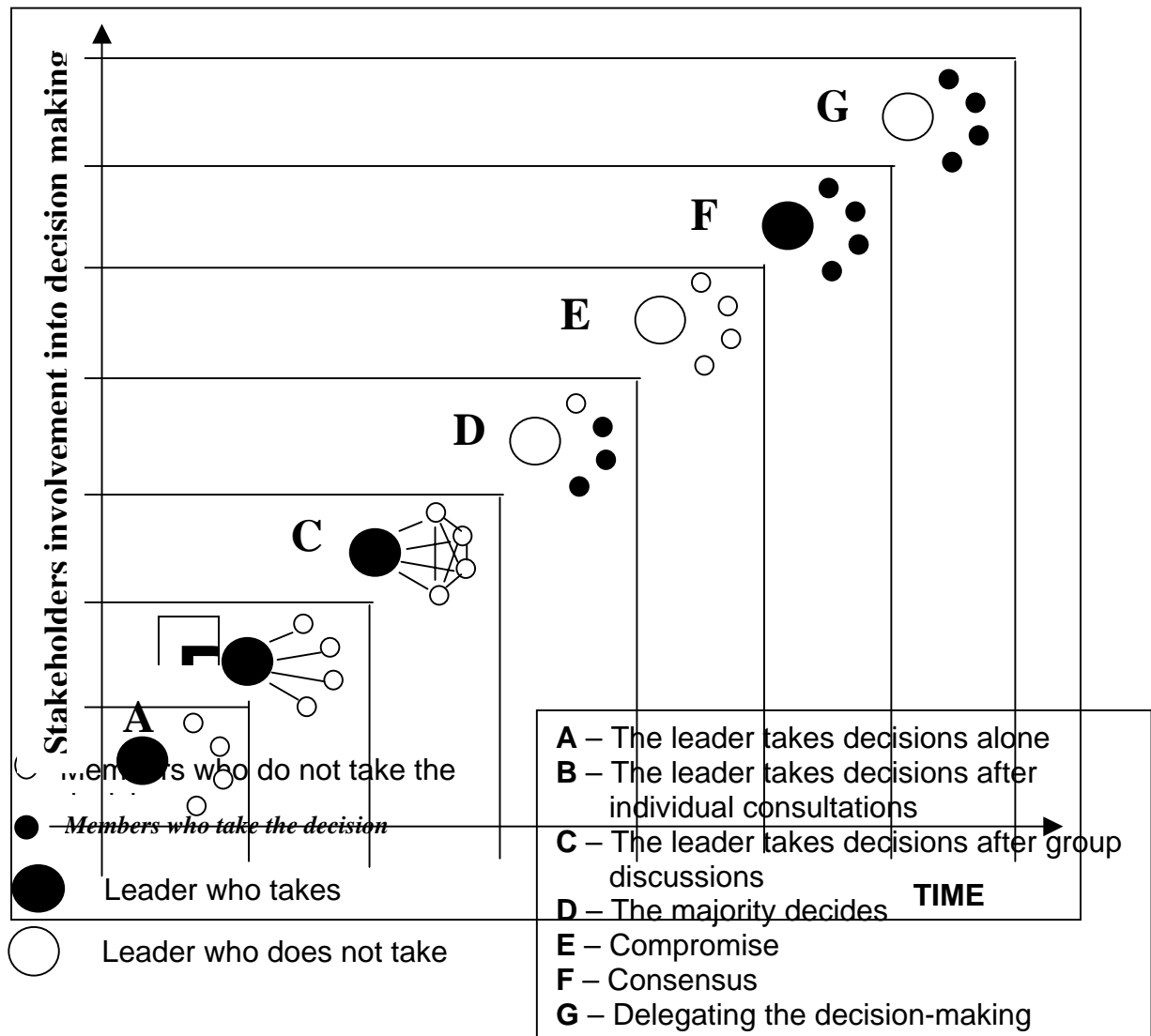
09.00 – 09.15	Introductory remarks Presentation of the workshop objectives and agenda	- Milun -Daniel
09.15 – 09.30	Presentation: participatory decision-making	-Claudia
09.30 – 10.30	Focus group on complaints system	-Daniel
10.30 – 10.50	Assess status of CIC development CIC Working group report, including next steps	-Daniel
10.50 – 11.00	Conclusion, closing remarks	- Claudia/Daniel/Milun

Participatory Decision-making



Notes:

PARTICIPATION IN DECISION MAKING PROCESS



Notes:

PARTICIPATION LEVELS

Informing: Minimum that you can do is to inform the community about what your intentions

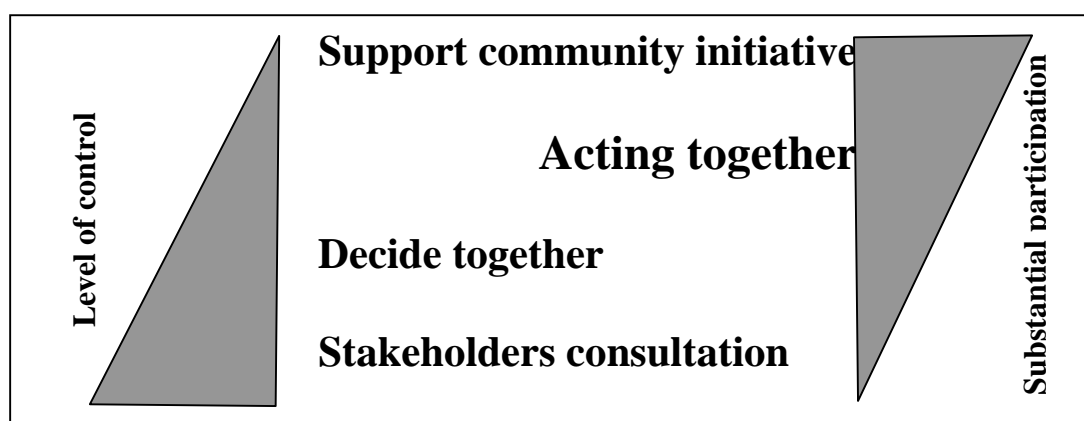
Consulting: You offer several options and take into consideration the citizens reactions.

Decision is taken in a participatory way: You encourage citizens (or community groups) to come with new ideas and choose the best one together with them.

Participatory decision implementation: More than the fact that different community interest groups decide together, they could also form partnerships to implement the decision.

Support for community decisions: You can help others to do what they want – through financial support or through advices, opinions or by facilitating other stakeholders' support.

The participation levels are strictly depended to the initiator level of control. The minimum level offers the maximum level of the initiator control, but leads to a minimum engagement of the others.



Stakeholder = person or group of persons who is **interested in**, has **influence over**, has **authority for**, or will be **affected by** decisions made by the local government. Such individuals or groups are said to have a stake in the success or failure of the decision or project.

Questionnaire

To assess the communication level and meaning between local government and community in Srebrenik, please answer the following questions:

1) In your opinion, what are the communication problems between the local government and community in Srebrenik?

2) In your opinion, what are the causes of the problems you have identified above?

3) *In your opinion, how could these causes be eliminated or diminished?*

4) *In your opinion, if citizens would have and use the opportunity to make suggestions/recommendations to the local government, communal services and other public institutions, then these institutions will take into account their opinion? Please comment.*

Questionnaire

To assess the opportunity of a complaints system institutionalization in Srebrenik, please answer the following questions after consultation with your colleagues/family/friends and give it back to Mr. Milun Grahovac no later than July 7, 2003. When we will meet again in July, you will have the analysis of the results.

1) *Do you think it is important to have in Srebrenik an institutionalized process of collecting, analysis and feed back of the suggestions/ recommendations /complaints expressed by the citizens concerning the activity of municipality and other public institutions? Please circle.*

Yes

No

2) If yes, how do you think this process should be structured?

3) What institutions/organizations should be involved in structuring such a process?
Please mark.

☐ Municipality

☐ Other public institutions

☐ Communal services

☐ Local media

☐ NGO sector

☐ Citizens organizations

4) Once the suggestions/recommendations/complaints process is structured, shall the Local Assembly approve it? Please circle

Yes

No

5) If such a suggestions/recommendations/complaints institutionalized process would NOT exist in Srebrenik, what would be the consequences for the entire community?

THANK YOU !!!

ANNEX VI

Participants list - Focus Group workshops

Focus Group with community representatives

Municipality of Derventa

Date: June 27, 2003

List of participants

No.	Name and surname	Institution/organization	Position title	Phone/Fax
1.	Sanja Malesevic	SO Derventa	Secretary of SO	053-333-094
2.	Nada Aleksic	Center for Social Work	Director	053-333-162
3.	Cedomir Coric	NGO "Forum", Derventa	Executive Director	065-575-879
4.	Branislav Railic	Association of Independent Entrepreneurs	Deputy President of Board of Directors	053-310-170
5.	Nenad Simic	Nenead Simic Journalist	"KZ", "Svitanja", "Avaz"	065-695-199
6.	Daniel Solaja	PADCO	Municipal Coordinator	065-513-465
7.	Mihailo Zecevic	NGO "Forum", Derventa	Technical Secretary	065-841-282
8.	Rajko Bogosavac	Derventa Municipality-Finances	Budget Plan and Analysis	053-333-122
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				

18.				
19.				

Focus Group with community representatives

Municipality of Odzak

Date: June 24, 2003

List of participants

No.	Name and surname	Institution/organization	Position title	Phone/Fax
1.	Ivanka Šimić	Association “Kuca nade”	President	00387-31-761-289
2.	Ilija Pandurević	Odzak Municipality	Director	031-761-030
3.	Sanjin Omeragić	NGO Sudost Europa Kultura	Coordinator	031-762-067
4.	Marko Barukčić	Odzak Municipality	Director	031-761-059
5.	Sedika Sejdić	CGSA Odzak, Prom. Gr.	Coordinator, lieder	031-762-627
6.	Stana Dervenić	CGSA Odzak, Prom. Gr.	Coordinator, lieder	031-762-956

Focus Group with community representatives

Municipality of Samac

Date: June 24, 2003

List of participants **arrangement**

No.	Name and surname	Institution/organization	Position title	Phone/Fax
1.				065-946-759
2.	Boja Iliskovic	Municipality of Samac	Independent expert associate for development and planning-analytical works	054-611-217

3.	Lazic Mara	Municipality of Samac	Employee responsible for	054-611-217
4.	Svetlana Pavlovic		Graduate journalist	065-957-957
5.	Velimir Maslic	Municipality of Samac	Head of Department	054611-638
6.	Neven Markovic	Municipality of Samac	Official for informing	054-611-237
7.	Blagojevic Petar	Municipality of Samac	MZ Representative	054-611-290
8.	Smilja Kabaklic	Citizen Association, Association of Women	Unemployed, member of the board of directors	054-611-087
9.		Coordination board, Invalids of Slavonski Samac	Coordinator	054-612-493
10.	Damjan Vukovic	I.O."Mreza" Samac	Chief of OI	065-956-108
11.	Anka Jovanovic	Association of the deaf and hard-of hearing, and Association of women	Secretary, member of board	065-968-249
12.	Blazenka Maksimovic	Municipality of Samac	Independent expert associate in the Department for spatial arrangement	054-611-840
13.	Krsta Djuric	Municipality of Samac		054-611-800
14.	Danica Zoranovic	Municipality of Samac	Associate for the Social Activities	054-611-217

Focus Group with community representatives

Municipality of Srebrenik

Date: June 25, 2003

List of participants

No.	Name and surname	Institution/organization	Position title	Phone/Fax
1.	Safet Sarajlic	MZ Bobunovici	Member of Council	061-281-833

2.	Muharem Hasic	MZ Spionica	MZ President	649-850
3.	Fehret Karic	MZ Rapatnica	MZ President	640-874
4.	Tahir Hodzic	MZ Srebrenik1	MZ Secretary	641-795-793
5.	Pasan Demirovic	MZ Srebrenik1	MZ President	641-793
6.	Ruza Jelic	Center for Social Care	Social Worker	640-570
7.	Fadil Vejzovic	MZ Tinja	MZ President	061-856-730
8.	Nihad Ibric	MZ Ibrici	MZ President	061-734-113
9.	Orhan Smajlovic	MZ Cehaje	MZ President	642-030
10.	Abdulah Delic	MZ Kiseljak	MZ President	644-460,061392442
11.	Zajkan Mrkaljevic	MZ Jaonica	MZ President	655-015
12.	Harun IMsirovic	MZ Seona	MZ President	653-604
13.	Mirzet Omic	MZ Jezinac	MZ President	642-011
14.	Amir Buic	Radio	Journalist	641-777

Focus Group with community representatives

Municipality of Zvornik

Date: June 26, 2003

List of participants

No.	Name and surname	Institution/organization	Position title	Phone/Fax
1.	Gospava Jeremic	Municipal Administration	Head of Department for Public Activities	056-240-185
2.	Marko Jovicic	MZ Kararkaj	President of the Council	065-723-557
3.	Veljko Veljancic	Municipal Administration	Expert Associate, Housing Department	056-210-091/239
4.	Snezana Nikolic	PADCO	Municipal Coordinator	065-736-401

5.	Stevo Jovic	Municipal Administration	Head of legal office	599-299
6.	Vehid Kadnic	MZ Donji Grbavci	President of the Council	065-720-260
7.	Milorad Gutalj	SRNA (Serbian News Agency)		
8.	Dragana Jansic	Radio and TV Zvornik	Journalist	
9.	Rada	Radio and TV Zvornik	Cameraman	056-210-269
10.	Jovanovic Gordan	Municipal Administration	Expert Associate for Organization of The Municipal Administration	056-210-185
11.	Slavisa Pejic	Youth Association, Zvornik	Manager	065-678-535
12.	Nedjo Mladjenovic	Craftsmen Association	Owner the Shop	065-516-379

ANNEX VII

Answers on questionnaires collected during Focus Groups

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

1) In your opinion, what are the problems in the communication between the local government and community in Derventa?

Answer: The problems communication between the local government and community in Derventa are the following: technical deficiencies, terminated radio. Conditions for founding a TV station and connecting to the Internet are on a low level. Local newspaper is published weekly.

2) In your opinion, what are the causes of the problems you have listed (recognized) above?

Answer:

1. The conditions for the education of citizens have not been created.
2. Poor economic (financial) power of the Municipality. Budget 2003 amounts to 4,905,000.00KM.

3) In your opinion, how those causes can be eliminated or diminished?

Answer:

1. To create the conditions and instruments for the education of citizens.
2. To create the conditions, so that a citizen can, on everyday basis and directly, give his opinion, suggestions and comments to the local government, on specific place and to the familiar employee.

4) In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?

Please, comment.

Answer: Local government in Derventa exists because of the citizens and takes in account the opinion of the citizens. There are also field offices in the MZs.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in Derventa, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

1. Insufficient understanding of the roles and relationships in the community.
2. Lack of the communication mechanisms which would include the greater number of citizens, and which would be acceptable for the both sides.

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

1. The lack of information, and to some extent, the lack of interest.
2. Decisions of the higher bodies, incompetence, ignorance

3. *In your opinion, how those causes can be eliminated or diminished?*

Answer:

To build the confidence of the citizens towards the local government (through organizing the meetings, round tables, public hearings of the citizens and representatives of the local authorities, on which the citizens would become acquainted with all decisions, and on which the citizens would be asked to give their opinion.

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?*

Please, comment.

Answer: in any case, it would be well considered and taken in account.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in Derventa, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

- The basic problem is the lack of better public media (radio, newspapers, etc.)
- The lack of interest of the citizens for the problems that in their opinion do not affect them directly.
- The lack of the financial funds which would enable the local community to compensate the lack of the radio, etc. (published/printed notices, bulletins)

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

- Difficult social situation in which the community is
- The changes through which the State is currently going through

3) *In your opinion, how those causes can be eliminated or diminished?*

Answer:

- Through the inclusion of the State into International Integrations
- Through the increasing the standards of the behavior of the citizens
- Through the better informing of the citizens

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?*
Please, comment.

Answer:

YES

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

- In the first place, confidence which does exist but not to the sufficient extent
- Office, telephone that would be available to the citizens on a daily basis.

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

- The lack of confidence, and the lack of interest
- The solution to every problem is in the same place at which the problem has been created

3) *In your opinion, how those causes can be eliminated or diminished?*

Answer:

- Who mistrusts whom?
- To which extent do the local government consider the suggestions given by the citizens
- Some kind of evidence that citizens have approached the government must exist

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions? Please, comment.*

Answer:

If they would give their opinion, then, since they are highly educated their opinion would be considered.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

5) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

- In the first place, confidence which does exist but not to the sufficient extent
- Office, telephone that would be available to the citizens on a daily basis.

6) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

- The lack of confidence, and the lack of interest
- The solution to every problem is in the same place at which the problem has been created

7) *In your opinion, how those causes can be eliminated or diminished?*

Answer:

- Who mistrusts whom?
- To which extent do the local government consider the suggestions given by the citizens
- Some kind of evidence that citizens have approached the government must exist

**8) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?
Please, comment.***

Answer:

If they would give their opinion, then, since they are highly educated their opinion would be considered.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer: insufficient presentation of the activities through the media, assembly meetings, etc. to the citizens of Derventa and other citizens in the Municipality, in order to better include the citizens, and to make them participate as partners. Poor flow of information, one media is not sufficient.

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

- The lack of an independent electronic media through which the regular informing of the citizens about their rights in the local community and in the decision making process would be done
- The lack of transparency and competence of the local government bodies, and the lack of the clear criteria for the NGOs, concretely.

3) *In your opinion, how those causes can be eliminated or diminished?*

Initiation and creation of the clear objectives between the local government and NGO sector and economic sector and citizens, in order to involve those subjects actively in the resolving of those and many other problems

Answer:

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?*

Please, comment.

Answer:

The opinion of the citizens would be certainly considered if it fits the program activities of the local government representatives, and depending on the importance of the suggestion.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

- The poor organization of the local community
- The citizens themselves are not informed enough

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

The lack of communication and mechanisms for cooperation of the Municipality and local community

3) *In your opinion, how those causes can be eliminated or diminished?*

Answer:

- Through the improved education of the citizens
- Through the organization of the round table sessions, which would be attended by the representatives of MZs, various associations and the representatives of the Municipality

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?*

Please, comment.

Answer:

We think that the current situation would change to a great extent. We have some good examples in the association of the independent entrepreneurs.

Questionnaire

In order to assess the level of communication and understanding between the local government and citizens in **Derventa**, please answer the following questions:

1) *In your opinion, what are the problems in the communication between the local government and community in Derventa?*

Answer:

- the poor flow of information between the local government and the citizens
- the citizens are not informed sufficiently
- the non-existence of a service which would collect the information on the problems of the citizens
- the lack of interest of the citizens for the participation in the communication and decision making process

2) *In your opinion, what are the causes of the problems you have listed (recognized) above?*

Answer:

- The lack of media, both printed and electronic media
- The low level of consciences of the citizens and the local government
- The lack of the printed publications and other printed materials

3) *In your opinion, how those causes can be eliminated or diminished?*

Answer:

- By establishing a telephone line for the citizen problems
- By the establishing the CIC
- By the publication of various notices in the newspapers, brochures, posters, fliers
- By the education of the citizens and local government

4) *In your opinion, if the citizens would have and use the opportunity to give their advices/suggestions to the local government, utility services and other public institutions, would then those institutions consider their opinions?*
Please, comment.

Answer:

I do not know

Q.1.

Citizens are passive. Citizen representatives act self-initiatively. Those who do speak out attack the local or other authorities, and think that they've done their part of the job and that they justly take care of the citizens.

Organizations, system, fear. Citizens are passive > losing their time.

Local Government

- a) Still high arrogance
- b) Inactive local committee.
governments
- c) Bad law on local autonomy
- d) Less political party influence
in creating authority.

Citizens

- a) Very Passive
- b) Inheritance from former
- c) Illegalities

Passiveness of the citizens, people are strained with existential problems, population is old. Municipality has limited power when making decisions. The most important thing is the money, which depends on higher levels.

Education, contact, bad informing. The citizens are passive; they think that somebody else will solve their problems. Lack of information, mentality of the citizens.

Q2.

The mentality of our citizens that is we.

Old system, In-expert citizens, the municipality does not want to lose its time with unimportant discussions > TIME.

Existence, old system (past). Local committee has no power. The population is old.

Consciousness of the people that the authorities are to do what ever they want to.

War events, government of national parties. Anarchy in the post-war period.

Employment- lack of resources. Inconfidence of information. Local autonomy.

Q3.

Informing the citizens. Making it clear to them to who to address to, and in who's competence it is in, where they can get the right information. Collecting and taking into account their wishes.

Increase the responsibility and work of the president; that is the committee, greater engagement and responsibility of the councilmen in municipality, representatives in the Kanton, Federation. Citizens have elected their representatives and so they should ask for their work and responsibility.

Forming a skilled group, the printing of leaflets, educative meetings.

Design a group which would be motivated.

Educating, simplifying the government system. Freeing from the past.

There should be a service that would be like a bridge between the citizens and the government.

Getting the citizens to know the real situation. Changing the law on local autonomy. Less influence from the Pol. Parties. Greater involvement of the NGO's.

Q4.

Yes I think that the municipality would take into consideration its citizens, but with some acceptable concessions, that would have to be made by the citizens for the municipality.

Yes that's what I am paid for, that would also ease our work, that should be transparent and lawful.

With a good system they have to. A system where citizens can check if the government has taken into consideration all of their proposals. The municipality will have coverage, as well as the citizens for their part of the job.

Surely with enthusiasm, because that would ease our process of making decisions and realizing the problem. A big relief for the local government and a practical help.

Not for now. In the near future I believe its going to change through the non-government sector, citizens can carry their thoughts easier.

No, an example: Kumunal Services. The citizens were asking for the tariff of the komunal services to be lowered, which are by the way the most expensive in

the Federation. Government representatives did not listen to them. That led to revolt.

Only by including NGO's into the work of the municipality.

Q1.

I think there aren't any special problems, but one of them is the lack of title T.V. that was abolished.

Lack of local media, the citizens are not interested in realizing communication with local authorities.

Citizens have not enough interest for solving important issues, because they are convinced that they can't change and influence on decisions concerning important issues.

Lack of citizen interest, lack of public media in the region.

The citizens are not interested, and they are not informed

The problem is the people in the local authorities, they're all still from 1992. I think that now you know what the problem is, especially for the returnees. Corruption at all levels, no participation of non-Serb population (court, municipality), unemployment of the returnees, only Cyrillic as the letter.

The municipality has little time to think about citizens, because it has its own problems. Lack of understanding of the authorities towards the youth. With your help we need media.

Lack of mass media...

The greatest problem is in the abolishment of the media. I mean radio, television, which would be on the local level.

Lack of radio in Samac, ability of informing.

No means of informing.

I think that there isn't enough interest of the citizens for quality communication

Basic reasons are lack of media that were banned 2001. The citizens are not informed.

Q2.

I think that the cause of the problem is that by the mediation of the representatives of the international parties, the radio and television are banned.

Prohibition of local media. No enough awareness of the citizens in relations of realizing their rights.

Citizens are mainly in a tough material situation, with their work they want to create propitious conditions for life. They don't have time for reading information or picking them up, and they don't believe that they can influence on making certain decisions. Especially because of the fact that some solutions are imposed on the citizens.

Abolishment of the media by the high representatives (international).

Lack of media. Weak financial situation citizens are in; to be informed through press. 75% of the population lives in the village, they don't have neither time, neither ability to inform themselves.

A huge level of nationalism present in the municipality workers. Non-Serb population is not welcome. I am married to a Muslim and I have a lot of problems when I need something.

Media (lack)

Incompetence of the staff who work as reporters.

Problem is that this blockade of local media is still going on. Causes are those who have interest in these blockades.

Because citizens are often uninformed they don't realize their rights, and cant be part of sport, cultural and other manifestations.

Information Centers are for those who come to municipality building, what about the blind and the deaf. Citizens can't organize their lives with quality because electricity sometimes goes out.

Through arrangement with the government.

The problems are economic nature, people are fighting to survive, and in conditions where businesses aren't working—their level of interest cannot rise.

Bringing the media to function.

Q3.

These causes and problems could be removed if the international community would take into consideration our and your opinion and bring back public media.

Authorize the function of local media. Through citizen associations, activating the citizens to realize better communication with the local government.

Better and faster informant of the citizens concerning all questions, especially those where to solve these problems the citizens would have an impact. Citizens know that the government is functioning in concordance with regulations and laws.

Returning media, radio, television, through bulletin boards in the village and city.

Putting the radio in function again. Improving the material status of the citizens (employment). A greater amount of incoming information when making decisions.

Cooling down nationalists, by placing international monitors inside of the municipality. We had radio and TV but it stopped functioning because of the nationalism that they were spreading.

With the help of others, (we need media)

Educating the trained personnel so that they could better present information to the citizens.

They could be eliminated by bringing back media, and be reduced with the quality work of a future Information Center.

Every human from child to elders is worth listening to.

Opening up local media and improvement of the economic situation. Pouring capital into the businesses.

Q4.

In my opinion these institutions already treat and take into consideration the opinions of the citizens through different questionnaires and telephone lines.

Yes

Citizens even now have the opportunity to ask questions and give their recommendations and opinions for solving some important issues and their opinions are respected in the framework of lawful abilities.

They would take into consideration all suggestions of the citizens and would be debated on public hearings. We would take into consideration and implement if there are resources in the budget.

Yes if that opinion is in harmony with law acts and abilities.

If they only knew that these would listen to them. They do what they want, and they only take advice from people that are same as themselves, that's why the opinion of normal people would not be taken into consideration.

Depends in what manner is the approach.

I don't see any reason for a different taught, and the communal services have been privatized but I think they would also listen to citizen advice.

The voice of citizens should always be heard (praise, and critics).

If they're correct, then yes.

Authorities would take into consideration the opinion, because it is common interest.

If they're objective then why not?

Q1.

Because of slow carrying out of all projects, plans, and programs, and because of the existing corruption, bribes, and criminal activity, and all of this takes place in or around the authority organs, and that's why communication is weak, or it doesn't exist.

Councilors don't give reports to MZ but to Political parties, they don't work with MZ. Some MZ aren't working and they should be improved.

Assembly does not inform the MZ about their decisions.
MZ Assembly very inactive.

There should be better collaboration between MZ and Municipality Councilors.

There should be a better reflex from municipality towards MZ in relation to the Development Plans.

There needs to be more meetings with the Municipality mayor.
It would be good that Councilors work more with MZ.

The communication problems are that the citizens are full of elections that take place every year, and they have lost trust towards local government.

Weak interest of the citizens for solving certain problems.
Not enough collaboration between local government and citizens (talking about reflex information)
Lots of citizen requests and not enough money.

Not enough collaboration, slow work, lack of resources, citizens are passive.

Citizens are passive for any kind of collaboration probably because some municipality organs are not efficient.

Problem is that the more requests there are less things are going to be solved.

Councilors are not collaborating with MZ, citizens are not interested to be present at meetings even though important issues are mentioned.

Weak collaboration.

Q2.

Corruption, bribery and crime.
The Councilors aren't interested in informing the citizens about the work of the Assembly.
Citizens are passive.

Lack of Interest from Citizens and MZ.
Corruption.

When the citizens become better informed then collaboration will be better, and everyone will be satisfied.

Financial situation. Bring back the citizen trust. Making the local government do as they say.

Too little money, too many requests.
Citizen self-confidence, and their relationship towards collective needs and problems.

Lack of resources, too many requests, tough social situation, lack of will for solving any kind of problems.

Unsatisfaction living in this context, open criminal and corruption from the organs and institutions is not processed. That's why citizens are passive.

Any request the MZ have given to Municipality institutions are not or very slowly solved.

Because promises are not filled out (lower levels of help).

Education of citizens related to multi-politics party systems.

Culture and a way of life. Lack of financial resources.

Q3.

Removing already mentioned causes, implementing law regulations.

That the Assembly and Municipality return to the people who actually chose them, and to make decisions through councilors.

Inform MZ in right time, Fill out some obligations towards MZ.

With better company and more Understanding.

Improving the financial situation, better communication between local government and citizens.

Bring back the citizen trust towards government representatives, through honest work, and honest relationship towards citizens.

Improve the whole social sum, gain interest in solving some community problems of citizens, and bringing back trust.

Bring back the trust. Take concrete measures in making everything transparent. (criminal activity).

Better working, employing the right people.

Educating the citizens. Changing some laws about managing with resources. Putting more pressure on those working in government.

Way of life and mentality of people, and political differences won't allow eliminating these problems, for a long period of time.

By applying lawful procedures.

Q4.

Yes I think their opinion would be considered.

Probably yes, but critics would not be considered.

Of course they would take citizens opinion into consideration.

Citizens do this through their MZ with suggestions, recommendations, and then MZ can ask the Government, and then again the answer would come through the MZ.
Positive or Negative?

Yes

It depends what recommendations and suggestions its talked about, and municipality institutions would certainly take that into consideration according to the possibilities.

Yes

No I don't believe so, this multi party system represents the interest of the party.

Partly.

Bad collaboration, the reason is material resources. More money, better love.

ANNEX VIII

Tentative calendar for July - September period

Tentative calendar for DS/CP July – Sept. 2003

As June 25, 2003

July 7 – 27, 2003

Mo	Tu	We	Th	Fr	Sa
7	8	9	10	11	12
- Travel Bucharest Brcko - Brief meeting with Sophie	-Training materials prep (CP) - Work on CIC info and complaints reports (DS)	-Training materials prep (CP) - Work on CIC info and complaints reports (DS)	Priedor (DS+ CP) Create working group on complain and cit.part. -assess CIC status	Prijedor Travel back to Brcko	-Cont. training prep (CP).+ work on CIC info and complaints reports; assessment analyzed (DS)
14	15	16	17	18	19
Odzak (DS+ CP) -Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Samac (DS+ CP) Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Srebrenik (DS+ CP) Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Zvornik (DS+ CP) Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Derventa (DS+ CP) Training ½ day CIC ½ day complaints - develop action plan for both type of activ.	Training mat. Prep. (DS + CP)
21	22	23	24	25	26

Training prep(DS+ CP)	Training prep. (DS+ CP)	2 days training with all 6 municip. repr. On Citizen participation; identify issue driven; develop action plan	Work on complaints follow up procedures, and monitoring system (DS)	Work on complaints follow up procedures, and monitoring system (DS)
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Sunday 27 July travel back to Bucharest

Sept. 8 – 28, 2003

Sunday Sept. 7 travel Bucharest - Brcko

Mo	Tu	We	Th	Fr	Sa
8	9	10	11	12	13
Odzak – morning. Meeting CIC task force/check status on the action plan (DS+ CP) Samac – afternoon Meeting CIC task force/check status on the action plan(DS+ CP)	Derventa – morning Meeting CIC task force/check status on the action plan (DS+ CP) Afternoon – travel to Prijedor	Prijedor – morning Meeting CIC task force/check status on the action plan (DS+ CP) Afternoon – travel back to Brcko	Zvornik Meeting CIC task force/check status on the action plan (DS+ CP)	Srebrenik Meeting CIC task force/check status on the action plan (DS+ CP)	Training mat. Preparation (CP)
15	16	17	18	19	20
CIC staff training (all six municip. together)	Visit municip. when needed/ prep CIC opening (CP) Work on complaints process	Visit municip. when needed/ prep CIC opening (CP) Work on complaints process	Visit municip. when needed/ prep CIC opening (CP) Work on complaints process	Visit municip. when needed/ prep CIC opening (CP) Work on complaints process	Visit municip. when needed/ prep CIC opening (DS) Work on complaints process

	institutionalization (DS)	institutionalization (DS)	institutionalization (DS)	institutionalization (DS)	institutionalization (CP)
22	23	24	25	26	26
Visit municip. when needed/ prep CIC opening (DS) Work on complaints process institutionalization (CP)	Conduct follow-up training /technical assistance workshop of the designated municipal staff in specific methodologies of public participation process (2-day workshops for reps of all 6 municipalities).		Visit municip. when needed/ prep CIC opening (DS) Work on complaints process institutionalization (CP)	Visit municip. when needed/ prep CIC opening (DS) Work on complaints process institutionalization (CP)	Visit municip. when needed/ prep CIC opening (CP) Work on complaints process institutionalization (DS)

